



JOINT AFFINITY GROUPS

The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field

Findings from a National Study

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Preface

The Joint Affinity Groups

In the midst of an active dialogue within philanthropy on accountability and responsiveness to communities, a prominent fact remains – the staffs and boards of philanthropic institutions have not kept pace with the general population in terms of diversity. If responsiveness and diversity are linked, then foundations must attend to their internal diversity if they wish to offer a more credible outreach to diverse communities. However, diversity means more than numbers; institutional culture and practices must shift as well.

What is the empirical reality that grounds these conjectures? Can we quantify the changes in foundation staffing? How well represented are different identity groups within the field, and how do members of these diverse groups fare in their career advancement? How do different types of foundations address inclusiveness, and what are examples of practices that lead to successful implementation of staff and board diversity?

To examine these questions in detail, the Joint Affinity Groups (JAG) developed a multi-stage research project that combined surveys, interviews, and focus groups to reach more than 600 grantmakers nationwide. The primary lesson of this research is the importance of keeping board and staff diversity squarely on the philanthropic agenda. Philanthropy has a chance to build on its existing strength by increasing attention to its own diversity.

The present volume compiles the findings, conclusions, and recommendations of the research. It represents the culmination of a multi-year effort among the Principal Investigators, the Study Director, and the Joint Affinity Groups. This Preface seeks to provide context about the environment in which philanthropy confronts the opportunities and challenges of diversity, to offer background information about the Joint Affinity Groups, and to situate the research within a story about JAG's overall evolution. The Preface concludes with a series of reflections on the meaning and impact of the research itself, suggesting avenues for continued investigation.

Background and Context

Philanthropy is a field in flux. For decades a bastion of elite privilege, the closed world of institutionalized charitable giving has been pried open in recent years by multiple

pressures.¹ New forms of wealth are challenging traditional philanthropic practices. Charitable giving has come under increased public scrutiny. The recent economic slowdown, and the ongoing impact of September 11, will shape philanthropic giving in ways that remain to be seen.

Individually and in combination, these changes have significant effects on the issues discussed in the JAG research, namely, the meaning and impact of board and staff diversity in philanthropy. Despite the recent downturn in the economy, individual wealth has continued to grow in this country, and analysts predict a “trillion-dollar transfer” between baby boomers and their children over the next few decades. These trends will generate significant numbers of new donors, which will primarily fuel the growth of the family foundation sector. As detailed in Lynn Burbridge’s chapter on findings from the JAG survey, family foundations face some of the strongest challenges with respect to staff and board diversity (see p. 17).² While these challenges are primarily a function of the institutions’ minimal staffing and small boards, the family foundation segment has been slow to address the issue of board and staff diversity, and unless this latter reality changes, the continued growth of family foundations has the ironic potential to lessen diversity within philanthropy rather than increase it.

From the private sector, new forms of wealth are creating donors with markedly different attitudes toward risk, control, and investment strategy, but with no clear perspective on the issue of board and staff diversity. Venture philanthropy, as an alternative grantmaking style, has the potential to introduce new approaches; however, greater attention to board and staff diversity has not been one of them. Financial services providers have begun encroaching upon the traditional domain of community foundations by offering charitable donation services to their clients. Partially in reaction to this challenge, community foundations have begun to focus more attention upon cultivation of donors and less on responsiveness to community needs. Furthermore, it is not at all clear that venture philanthropists or financial services providers have any concern with diversity as a grantmaking criterion, let alone with internal diversity. To the extent that they respond to trends in the corporate sector – described in Aileen Shaw’s chapter on corporate giving in this report – toward greater diversification of staff, these organizations may have an interest in diversity, but their levels of awareness and sensitivity are not well understood at present.

The media is casting increasing scrutiny on nonprofits generally, and charitable institutions in particular. Foundations have tended to shy away from the spotlight, for varying reasons. Such anonymity hardly seems possible anymore, especially for the larger independent foundations. This new level of scrutiny may have positive implications for staff and board diversity, in that it offers a potential source of leverage for applying pressure to foundations. However, unless staff and board diversity can be positioned as a relevant issue with regard to philanthropy, such potential may go unfulfilled.

In the short term, the downturn in the economy, combined with the adverse economic effects of September 11, has created a more difficult climate in which to advocate for diversity in philanthropy. Greater diversity can come about either through replacement or expansion of current philanthropic staffs and boards. On the staff level, both outcomes are less likely in uncertain economic times. Institutions are unable to add new staff, and existing staff is more likely to hold on to current jobs.

Furthermore, concerns about diversity are still viewed as “secondary” to service provision and donor cultivation. From this perspective, the concern in the field about staff and board diversity in the late 1990s – as manifested in the Council on Foundations publication *Cultures of Caring* and associated discussions at professional conferences – may be perceived as an artifact of a strong economy which allowed attention to such “secondary” issues which are “over and above” philanthropy’s normal concerns. In the current climate, this story goes, such concerns must be held off until later.

Another national trend worth noting in this context is the overall retrenchment against the civil rights gains made during the 1960s and after. The rollback of affirmative action, the reconfiguration of welfare provision, threats to a woman’s right to choose, continuing discrimination against gays and lesbians, and backlash against the Americans with Disabilities Act all represent challenges to gains made by diverse communities over the past 40 years. It is ironic but perhaps unsurprising that foundations are more reluctant than ever to support a broad social change agenda precisely at a time when so many issues important to diverse communities are facing common threats. The increasing diversity of the U.S. population, in a more conservative political climate, may result, at least in the short term, in the restriction rather than the expansion of civil rights.

All of these trends impact philanthropy’s understanding of the importance of board and staff diversity. They form an important part of the overall context within which the Joint Affinity Groups operate, and in which the research took place.

About the Joint Affinity Groups

JAG is a nationwide coalition of grantmaker associations that engages the field of philanthropy to reach its full potential through practices that support diversity, inclusiveness, and accountability to communities. While each partner organization’s mission and focus is unique, they share a common commitment to increasing the responsiveness of philanthropy to diverse communities. Both the collaborative nature of the research and the broad reach of its analysis reflect JAG’s values and vision.

The nine JAG partners that sponsored this study are:

Asian Americans/Pacific Islanders in Philanthropy

Association of Black Foundation Executives³
Disability Funders Network
Funders for Lesbian and Gay Issues
Hispanics in Philanthropy
Native Americans in Philanthropy
National Network of Grantmakers
Women & Philanthropy
Women's Funding Network

JAG first came together in 1993. The primary venue for JAG's joint work has been the Council on Foundations (CoF) Annual Conference. Since 1995, JAG has co-sponsored a session at each of these conferences, drawing increasing numbers of participants and generating greater levels of awareness of the partnership and its agenda. Topics covered in panel discussions and site visits over the years include affirmative action, the meaning of community, self-determination for native peoples, and venture philanthropy.

A central aim of the joint work has been to model the type of collaborative spirit and inclusive practices that JAG itself wishes philanthropy to adopt. The development of the research project, beginning in 1997, represented JAG's most significant and far-reaching collective undertaking. The project was an ambitious attempt to gather data that would provide further empirical substance to one of the key claims made by each of the groups individually and by JAG as a whole: that greater attention to board and staff diversity will improve the responsiveness of grantmaking and increase philanthropy's accountability to the communities it serves.

In 2001, JAG obtained a planning grant that led to the hiring of the first paid staff member, a Coordinating Consultant. With the publication of the research in 2002, JAG has reached a new milestone in its collaborative work. The following section describes how the research project came about and how the finished product relates to the original conception.

Evolution of the Research Project

The original proposal planned by JAG and submitted for funding in 1997 by the University of Minnesota outlined four objectives: 1) to examine how racial, ethnic, gender, sexual orientation, and disability differences are represented among foundation staff and trustees; 2) to explore differences in tenure and earning patterns among foundations' staffs according to these different backgrounds; 3) to examine the level of foundation funding to populations of interest to each of the co-sponsoring groups; and 4) to determine the impact of foundation board and staff diversity on grantmaking outcomes. The project was designed to include an extensive survey of foundation staff on employment issues, and a series of qualitative interviews with foundation staff and trustees on institutional practices.

The final scope of the JAG study was determined by its funding. In 1998, the Ford Foundation awarded a grant of \$243,000 to support the development of the survey and to conduct interviews with foundation CEOs to highlight “best practices” in the field. The Ford grant – Phase 1 – of the project began in August 1998. In Phase 2, beginning in mid-1999, the Rockefeller Foundation provided additional funding of \$150,000 and the Evelyn and Walter Haas, Jr. Fund also gave \$50,000 to expand the interviews to board members and staff other than CEOs; to conduct focus groups; and to begin plans for dissemination of the results. Overall, the project received approximately two-thirds of the funding requested. The plans to study the impact of diverse decision-makers as well as levels of grantmaking to populations of interest were never funded and were dropped. In addition, the work on trustee diversity was not sufficiently covered by the grants provided and could not encompass the full range of investigation initially planned.

Principal Investigators Dr. Lynn Burbridge of Rutgers University, Dr. William Díaz of the University of Minnesota’s Hubert H. Humphrey Institute of Public Affairs, Dr. Teresa Odendahl and Study Director Aileen Shaw, at the time staff members of the National Network of Grantmakers (NNG), collaborated on the implementation of this research. Díaz, Odendahl and Shaw undertook the qualitative, institutional components of the study, while Burbridge carried out the survey analysis.

Implications of the Research

This research is important for JAG on several different levels. First and foremost, it substantiates one of the key points the group has been making for several years, that significant barriers persist to the advancement of diverse populations within philanthropy. Furthermore, the research itself embodies the JAG model of strength in collaboration. A jointly sponsored and implemented effort, this project has brought the nine groups together around a common theme and undertaking. The findings point to specific issues for each group but also indicate a common challenge: changing foundation culture. The research makes clear that numbers are not enough; institutional culture and practices must change for diversity to make a lasting impact.

The different organizations that make up JAG will employ the research in different ways. Some have already used preliminary findings in their own work, as in the case of the Disability Funders Network’s survey of California grantmakers. Others will use it to supplement existing materials on the importance of expanding definitions of diversity. Funders for Lesbian and Gay Issues will use the findings on the status of gays and lesbians in the field, and in particular the absence of sexual orientation from diversity definitions, to continue to advocate for a consideration of this issue within diversity concerns. Other groups will participate in the joint dissemination, without necessarily generating new

activities or materials of their own from the research. Whatever the level of follow-up, the nine groups remain committed to the joint mission of the research.

Although survey respondents primarily viewed diversity in terms of race, it is clear that issues of gender, sexual orientation and disability are an important element of the diversity that underlies foundation accountability. In this respect, foundations lag behind the evolution of diversity as a social phenomenon. This lag, considered alongside the gains that undeniably have been made, make it crucially important to keep diversity on the agenda of philanthropy. While recent trends may lead some to move away from diversity issues, JAG's research demonstrates the central role that considerations of staff and board diversity have for philanthropic practice in the 21st century. In their effort to keep pace with a rapidly changing context, foundations are paying more attention to issues of accountability and responsiveness. As part of this process of self-examination, philanthropy must include the issue of staff and board diversity.

Next Steps

In presenting the findings of this research, JAG is conscious of the need to formulate next steps and follow-up activities. Given the funding situation of the research and the substance of the findings, it seems clear that the next step from the perspective of future research involves an examination of the impact of staff and board diversity on grantmaking decisions. Does greater diversity on the staff and board levels lead to greater diversity among grantees, or in the target populations of foundation programs? Does diversity always follow programming, or can the dynamic work in the other direction?

Further research must also be done on the role of trustees with respect to internal efforts to diversify philanthropy, as well as the specific issues that arise around bringing greater diversity to boards. Aileen Shaw and William Díaz's chapter on progressive public charities contains interesting examples of foundations that have made conscious efforts to diversify their boards, suggesting a potential new avenue of investigation. Trustee issues cannot be included more fully in this report because the mail survey reached only a limited number of trustees. If a survey-based approach was not successful, perhaps more one-on-one interviews, and potentially focus groups, might prove useful.

About the Project Report

The project report is organized as follows. Emmett Carson's thoughtful and provocative Foreword places the findings in the context of larger trends within philanthropy. Lynn Burbridge's chapter reports the results of an original survey that collects the experiences and perspectives of 500 grantmakers with respect to employment status and

career advancement within philanthropy. Following this quantitative analysis, which covers the field in general, the remaining three chapters focus on qualitative findings for specific foundation types. Teresa Odendahl and William Díaz look at independent foundations; William Díaz and Aileen Shaw examine community foundations and grantmaking public charities; and Aileen Shaw studies corporate foundations. Finally, the Conclusion collects overall findings and recommendations from all four chapters.

Acknowledgments

The study was funded by grants from The Ford Foundation, The Rockefeller Foundation, and the Evelyn and Walter Haas, Jr. Fund. Publication of the project report was supported by a grant from the Edwin Gould Foundation for Children.

The authors want especially to acknowledge Michael Seltzer who, as a Ford Foundation program officer, provided the original support for our work. Christopher Harris, at Ford, provided supplemental support. Aida Rodriguez, formerly deputy director of the Equal Opportunity Program at the Rockefeller Foundation, stepped in with timely support when the study required it. Carol Mollner provided thorough background research on corporate diversity practices. Adam Rubel of the National Network of Grantmakers provided invaluable research, coordination and writing assistance, and Erin Randolph conducted some of the independent foundation interviews in the South.

The authors gratefully acknowledge the Council on Foundations for sharing its statistical data on diversity within foundations. This study would not have been possible without the research the Council has conducted in this area. Of course, the interpretations, conclusions and recommendations are solely those of the authors and we assume responsibility for any factual errors.

The editor wishes to thank Jeanne Argoff and Nancy Cunningham of JAG for their tireless editorial consultation, and JAG Coordinating Consultant Leila Minerva for her able coordination and logistical assistance.

Endnotes

¹This analysis of trends is based on discussions among the Joint Affinity Groups and consultation of secondary sources, such as *Foundation News & Commentary*, *Philanthropy News Digest*, and *The Chronicle of Philanthropy*, and online resources, such as the websites of the Council on Foundations, Independent Sector, Forum of Regional Associations of Grantmakers, and Blueprint Research and Design. Blueprint's document "Scanning Philanthropy: 2001 and Beyond," a June 2001 presentation to the Board of the Council on Foundations, was particularly useful: <http://www.blueprintrd.com/text/COFscans.pdf>

² It is worth noting that white women have made significant gains in this sector, particularly with regard to obtaining executive positions.

³ The Association of Black Foundation Executives will change its name to Philanthropic Partners for Black Communities in May 2002.

Foreword

Emmett D. Carson*

There is a mythology that surrounds foundations. Charged with the grand goal of improving society, foundations are often believed to be better than other types of institutions. Better in what they do – represent our best nature by providing grants to improve society. And, better in whom they recruit as board trustees and hire as staff to do this difficult work – the best and the brightest without regard to their outward packaging. With endowments that insulate them from the economic marketplace and popular opinion, foundations are better positioned than other institutions to recruit trustees and hire staff based on fairness and equality.

If, however, foundations are no better in handling diversity issues than other institutions, they may prove to be more resistant to change than other institutions. Because of the myth, foundations may find it more difficult to accept and therefore act on a different picture of themselves. Their endowments may allow them to continue practices that other institutions have had to abandon because of vulnerability to the economic marketplace or concerns about public opinion. Moreover, acknowledging that foundations are not immune to the different “isms” and phobias (racism, sexism, homophobia and ableism) that exist within the larger fabric of American society might call into question the efficacy of their grantmaking.

This report, *The Meaning and Impact of Staff and Board Diversity in the Philanthropic Field*, opens an important new chapter in the study of foundation diversity practices. It was commissioned by the Joint Affinity Groups (JAG). JAG represents the collective efforts of Asian Americans/Pacific Islanders in Philanthropy, Association of Black Foundation Executives, Disability Funders Network, Funders for Lesbian and Gay Issues, Hispanics in Philanthropy, Native Americans in Philanthropy, National Network of Grantmakers, Women & Philanthropy, and Women’s Funding Network. The shared interest of these groups in foundation diversity practices raises the profile of this subject above what would have been possible by any one of the organizations acting alone.

The composition of the research team that conducted this research is also unique and warrants special mention. Lynn Burbridge, William Díaz, Teresa Odendahl and Aileen Shaw each have significant research experience in examining foundation diversity practices and bring an interdisciplinary approach to this work. Moreover, the research team reflects many aspects of the diversity that were under study and their involvement surely helped to ensure candor and integrity for the different groups involved.

The Ford Foundation, Rockefeller Foundation and Evelyn and Walter Haas Jr. Fund are to be commended for taking a leadership role in supporting this research and have provided an invaluable service to the field of philanthropy. It is always a difficult task for institutions in any field to ask themselves hard questions, and, as stated earlier, organized philanthropy may be more resistant to change than other fields. Notwithstanding this observation, it is unfortunate that so few foundations were willing to provide financial support for this research.

There are many reasons why foundations would be well served to take a greater interest in their diversity practices. As employers, foundations have a legal and/or ethical obligation to hire staff without regard to disability, sexual orientation, gender, ethnicity or race. Foundations occupy a special position of public trust that requires them to go beyond the letter of the law and embrace the spirit of the law in their recruiting of trustees and hiring of staff. They also have the enormous responsibility to collectively award billions in grants to nonprofit organizations on an annual basis. If foundations are unable to equitably recruit trustees and hire staff, this may suggest that they have similar biases in reviewing and awarding grants. Lastly, there is anecdotal evidence that foundations that have a diverse board and staff may be more likely to receive proposals as well as be responsive to grant requests from diverse organizations than foundations that are not diverse.

In many ways, this study is more comprehensive than previous studies of diversity in foundations. The research methodology includes: surveys of foundation trustees and staff, focus groups of foundation staff and in-depth case studies of 29 foundations. The research confirms the findings of earlier studies about the disparities in pay, titles, and upward mobility that exist between white males and both people of color and women. Indeed, the myth that foundations have somehow escaped the diversity challenges that have confronted and confounded other institutions in American society should finally be put to rest.

This study also breaks new ground with regard to its findings on the ongoing employment challenges faced by women of color as well as gays and lesbians. Moreover, the study raises significant questions about the institutional culture of foundations, the role of foundation leadership in promoting a culture of diversity and how diversity issues are handled within different foundation settings, e.g., private, corporate and community foundations.

Perhaps the most provocative part of this study is the suggestion that diversity is often viewed within a regional context that recognizes that the nature of the diversity challenge in the South may not involve the same groups as in the West. This approach may prove troubling if it is misinterpreted by some foundations that it is permissible to focus their diversity effort on one group to the exclusion of others based on geographical representation.

With this study, JAG has elevated the diversity discussion from its traditional lens of focusing on a single disparity, e.g., whites relative to people of color, men relative to women, heterosexuals relative to gays and lesbians, and non-disabled relative to people with disabilities, to examining diversity as it relates to the full range of affected groups. By viewing all of these diversity issues as being equal, the JAG members are asserting their belief that they have reached a shared understanding that diversity cannot be achieved without the full inclusion of all groups. In effect, the JAG members are declaring that their approach to diversity is, “All for one and one for all.”

Only time will tell if the membership organizations that comprise JAG are prepared to forgo gains for their specific group to adhere to this philosophy. And, perhaps more importantly, whether the affinity groups are willing to hold their individual members who occupy decision-making positions (trustees and senior management) equally accountable for improving diversity outcomes. Ultimately, the success of JAG’s strategy will be measured by the extent to which foundations improve on their dismal performance in recruiting diverse trustees and hiring staff that reflect the larger society. This study is an important next step in making the myth that surrounds foundation diversity practices a reality.

*Emmett D. Carson is president and CEO of The Minneapolis Foundation.

Diversity in Foundations: The Numbers and Their Meaning

Lynn C. Burbridge

Introduction

This chapter examines the meaning and impact of diversity – comprising differences of gender, race/ethnicity, sexual orientation, and disability status – among foundation professionals. We employ two different kinds of survey materials. One, compiled from salary and management surveys provided by the Council on Foundations (CoF), gives an overview of the distribution of foundation employees and trends in their employment, as well as information on members of foundation boards. However, the CoF data does not explore issues of sexual orientation and has only limited information on people with disabilities because of small sample sizes. As a result, race and sex are the primary categories used to examine trends over time.

The other database is from a new survey of foundation professionals sponsored by the Joint Affinity Groups. Fielded in 1999, the survey was created specifically for this project with the goal of providing more in-depth information on the careers and issues facing foundation professionals. These data explore job characteristics, responsibilities, interaction with others, grantmaking, career plans and experiences, and perceptions about working in foundations. Data will be presented by race and sex, as well as sexual orientation. Despite researchers' active efforts to include people with disabilities among the respondents, small sample sizes, again, preclude a detailed analysis by disability status.

The information gleaned from these two databases forms a picture of rapid and ongoing change in the staffing of philanthropic institutions. Partial and incomplete diversification is the most salient trend. While certain identity groups – most notably white women – have made significant advances in the recent years in gaining greater representation on the staffs of foundations, no group has achieved unconditional success, and indeed, some continue to face significant barriers. White women, while numerically the largest identity group in the field, are concentrated in smaller foundations that control a proportionally small part of overall philanthropic assets. People of color, particularly African Americans, have seen their numbers increase; however, this change is mostly limited to larger institutions. Women of color, while also benefiting from increased attention to staff diversity within philanthropy, are more likely to be concentrated in administrative support positions than their male counterparts. Among groups that face ongoing challenges breaking into philanthropy, Native Americans (particularly men), gays and lesbians¹ and people with

disabilities all have very small representation on philanthropic staffs. Only limited data was available on foundation staffing for these groups, and further study of their situation is warranted.

These data provide a wealth of substantive information that will help philanthropic institutions better address the issue of staff diversity. This chapter complements the others in this collection by providing a survey-based, quantitative perspective on issues explored elsewhere in a qualitative fashion through in-person interviews and case studies. Given the sensitive nature of the issues broached in this research, the anonymity of a self-administered survey questionnaire may allow some respondents greater freedom in responding than would be possible in a face-to-face context. While each chapter stands on its own, the different levels of analysis can profitably be read together, and the Conclusion to this volume takes up that challenge.

The present chapter proceeds as follows. First, data from the Council on Foundations are presented, giving an overview of the status of foundation staff and board members, with particular attention to factors of race and sex. Next follows a discussion of the motivation for the new survey and the approach for conducting it. The presentation of the results from the survey takes place in two parts: first, a discussion of respondents' experiences in philanthropy, and second, a review of their perceptions about their lives and careers – including the written comments many sent with their questionnaires – to give a sense of their feelings about the institutions they inhabit.

What Do We Know? Existing Data on Diversity in Foundation Staff and Board Composition by Race and Sex

This section examines recent trends in employment using data from the Council on Foundations's *Foundation Management Series* for 1992 and 1997. The two years should be compared with some caution since response rates on these surveys vary from 30% to 60% (Council on Foundations 1996; Council on Foundations 1998), depending on the year of the survey and foundation type. Thus, the surveys most likely are not completely representative of the universe of foundation professionals, and thus not exactly comparable. Some of the differences found across years may reflect differences in the samples. For example, the Council is most successful in getting high response rates from large, independent foundations that have the most paid staff. Furthermore, the unit of analysis in these surveys is the foundation, rather than the individual, so respondents can only give general information on their staff. In spite of these issues, the Council on Foundations's survey is the largest available sample of foundation staffing that provides detailed information.

It bears reiterating that the Council on Foundations does not provide information on sexual orientation. It did add persons with disabilities to its survey, but in 1997 only

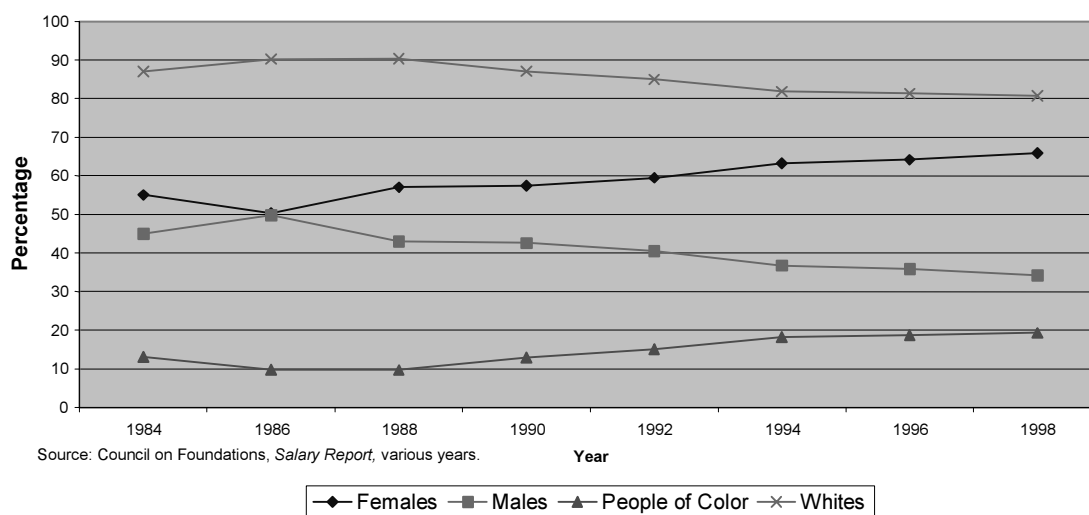
captured 28 persons (Council on Foundations 1998). This may reflect the unwillingness of persons with disabilities to report any conditions they may have to personnel departments.

Overall Trends Since the 1980s

The Council on Foundations began collecting detailed data on foundation employment in the 1980s. This section will examine overall trends in employment, and on boards, using data provided by the Council on Foundations. At first, the Council did not collect data for distinct racial groups, only for whites and nonwhites. As mentioned earlier, CoF does not collect data by sexual orientation and, until fairly recently, by disability status. The following analysis, therefore, will compare people of color² – as a group – to whites, and compare men to women.

The demographics of foundation employees have changed significantly over time. Philanthropy has evolved from a field dominated by white males into one where women are the majority and almost twenty percent of professional staff is persons of color. Chart 1 shows changes in professional staff from 1984 to 1998. By 1984, women were already more numerous than men, but their numbers increased dramatically beginning in 1986.³ In 1998, women were 66 percent of professional staff. Persons of color went from 13 percent of professional staff in 1984 to 19.3 percent in 1998.

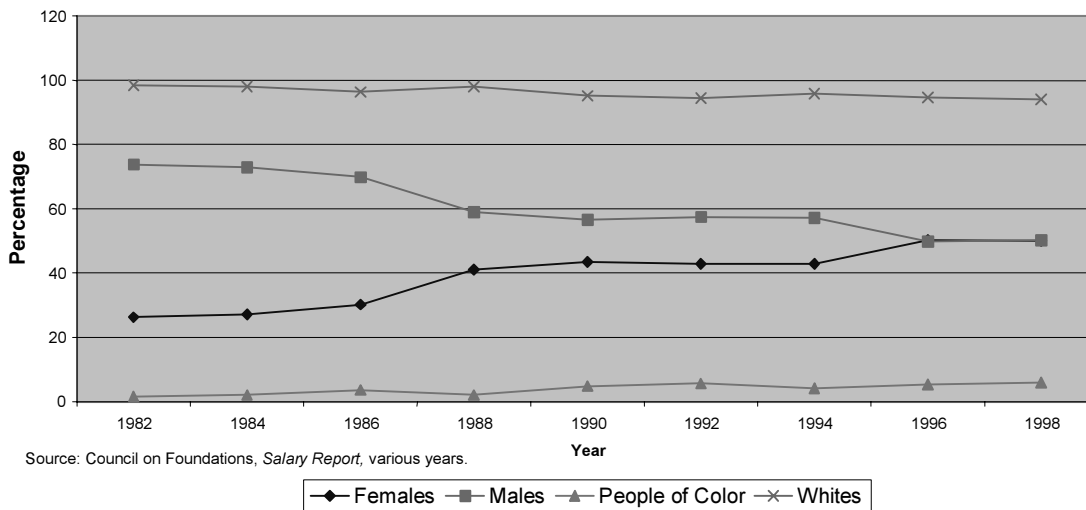
Chart 1. Professional Staff, 1984-1998



Women were slower to enter CEO positions, lagging behind men until the mid-1990s (Chart 2). But by 1998 approximately half of CEOs were women. This change is visible in Chart 2 as the two lines that converge on the right-hand side. Persons of color have been much less successful. They represented 6 percent of CEOs in 1998, although this

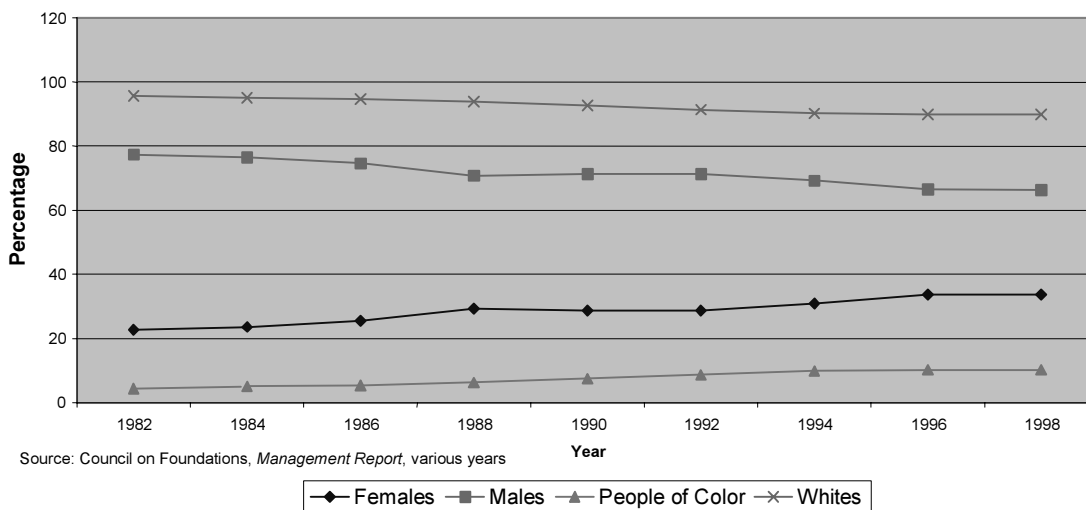
is still a significant increase from 1.6 percent in 1982. The space that separates whites and nonwhites is quite large, however, visible in Chart 2 as the two lines that do not converge.

Chart 2. CEOs, 1982-1988



The least change has occurred on foundation boards, which are still predominately male and white. The slopes of the lines on Chart 3 indicate moderate changes. Men have gone from being 77 percent of board members in 1982 to 66 percent in 1997. Whites were 96 percent of board member in 1982 and 90 percent in 1997.

Chart 3. Board Membership, 1982-1988



Comparisons of Paid Staff and Board Members

Tables 1.1 to 1.5 present the percentage of paid staff and the percentage of board members within foundations for African Americans, Asian Americans, Hispanic Americans, Native Americans, and White Americans, respectively. Data are presented for 1992 and 1998 for paid staff and 1992 and 1997 for board members, and represent the percent of total employed (male and female) or the total serving on boards (male and female). For example, the percentage of African-American women in community foundations with \$100 million or more in assets is the number of African-American women taken as a percentage of the total number of men and women of all races in community foundations with \$100 million or more in assets. It is important to keep in mind that the staffing percentages refer to **all paid staff, including administrative support positions**. Breakdowns by occupation will be presented subsequently.⁴

African Americans are presented first as they have the highest percentage of persons of color currently working in foundations. Table 1.1 indicates that black women's percentages in foundations are three to five times that of black men. These large differences reflect the large numbers of black women in administrative support positions, however. Percentages of African-American women are generally higher in the largest foundations, except for public foundations when they are more highly concentrated in mid-size and small foundations. On average they are 10 percent of paid staff in community and private foundations, 11 to 16 percent of paid staff in corporate foundations and 8 to 20 percent of paid staff in public foundations. Some significant declines are indicated between 1992 and 1998, especially in corporate and public foundations.

African-American men also have higher percentages in the larger foundations. Their percentages in different types of foundations range from two to four percent. Since black men tend not to be found in administrative support positions (see Table 2.1 below), these percentages are more likely to reflect the percent of professionals operating in foundations. There is less evidence of significant declines for black men.

In terms of board membership the percentages are generally higher for black men than for black women, ranging from 2 to 9 percent for African-American men and 2 to 7 percent for African-American women. The highest percentages for both groups are in public foundations. Percentages for both groups are highest in large community foundations and small public foundations. There are signs of a drop-off in public foundations for men and women between 1992 and 1998, but as noted earlier, this may reflect differences in the samples.

Table 1.1. African Americans, 1992/1998: Percentage of Paid Staff and Board Totals

		Paid Staff		Board	
		1992	1998	1992	1997
Females					
Community Foundations					
	\$100+	13.1%	12.6%	6.4%	6.3%
	\$50 to \$99.9	14.6%	11.1%	3.3%	3.9%
	\$10-49.9	8.2%	6.2%	4.1%	3.8%
	Less than \$10	1.3%	0.0%	1.2%	2.1%
	All	9.9%	9.6%	2.3%	3.4%
Corporate Grantmakers					
	\$100+	14.3%	9.7%	2.2%	n.a.
	\$50 to \$99.9	20.3%	17.5%	3.0%	n.a.
	\$10-49.9	0.0%	11.9%	0.0%	n.a.
	Less than \$10	11.8%	9.1%	3.5%	n.a.
	All	15.9%	11.1%	2.6%	n.a.
Private Foundations					
	\$100+	10.9%	11.0%	3.1%	2.8%
	\$50 to \$99.9	7.7%	6.9%	2.3%	2.4%
	\$10-49.9	6.3%	3.6%	0.8%	0.7%
	Less than \$10	6.1%	7.5%	1.0%	0.7%
	All	9.8%	10.0%	1.6%	1.5%
Public Foundations					
	\$100+	0.0%	9.1%	0.0%	0.0%
	\$50 to \$99.9	3.6%	5.5%	3.0%	5.9%
	\$10-49.9	28.6%	5.5%	3.2%	2.9%
	Less than \$10	20.6%	10.8%	10.1%	6.0%
	All	19.9%	7.7%	7.1%	4.6%
Males					
Community Foundations					
	\$100+	3.6%	3.0%	6.4%	7.2%
	\$50 to \$99.9	0.0%	3.9%	7.7%	9.0%
	\$10-49.9	3.3%	1.2%	5.5%	5.0%
	Less than \$10	1.3%	0.0%	2.6%	2.4%
	All	2.7%	2.3%	3.8%	4.5%
Corporate Grantmakers					
	\$100+	2.6%	4.3%	3.6%	n.a.
	\$50 to \$99.9	1.4%	2.5%	3.7%	n.a.
	\$10-49.9	0.0%	0.0%	0.0%	n.a.
	Less than \$10	0.0%	0.0%	0.0%	n.a.
	All	1.7%	2.9%	2.8%	n.a.
Private Foundations					
	\$100+	3.2%	3.2%	4.0%	4.4%
	\$50 to \$99.9	1.0%	1.5%	2.0%	2.1%
	\$10-49.9	1.2%	2.3%	1.6%	1.4%
	Less than \$10	0.8%	0.0%	1.3%	0.6%
	All	2.6%	2.9%	2.1%	2.1%
Public Foundations					
	\$100+	0.0%	0.0%	1.7%	0.0%
	\$50 to \$99.9	3.6%	3.6%	6.1%	0.0%
	\$10-49.9	7.1%	1.1%	6.5%	2.4%
	Less than \$10	3.0%	3.2%	11.4%	2.3%
	All	4.0%	2.2%	9.0%	2.2%

Source: Council on Foundations, 1992 and 1998 Salary Survey and 1992 and 1997 Management Survey

For Asians and Pacific Islanders (Table 1.2) similar patterns persist, but on a smaller scale. Staff percentages for Asian and Pacific Islander women are 2 to 4 times that for men. They range from 1.8 to 3.5 percent, compared to 0.3 to 1.8 percent for Asian and Pacific Islander men. The percentages for Asian and Pacific Islander women only approach those of black women in mid-size corporate foundations. The highest proportion, 12.5 percent, found in corporate foundations with \$10 to \$49.9 million in assets, is for 1992, but is not duplicated in 1998. As with African Americans, percentages tend to be more substantial in large and mid-size foundations.

As is the case with African Americans, Asian and Pacific Islander men are more highly represented on boards relative to women. They represent 0.2 to 3 percent of board members, compared to 0.2 to 1.2 percent of board members for Asian and Pacific Islander women. Men are more highly represented on public and corporate foundation boards, women on public foundation boards.

Percentages for Hispanics fall in between African Americans and Asian Americans (Table 1.3). As was the case for the other two groups, the percentages for women are higher than for men in staffing. Interestingly, Hispanic men and women appear to be more evenly distributed across foundations of different sizes in terms of assets.

Percentages for Latinas range from 3-5 percent across different types of foundations, with their highest percentages in public and community foundations, followed by private foundations. A similar pattern is found for Latinos.

Again, Hispanic men do better than women in terms of board membership. But percentages for both groups are extremely low, considering the size of the Hispanic population in the United States. Depending on foundation type, Latinos represent from 0.2 to 1.6 percent of all board members, while Latinas represent from 0.2 to 1.4 percent of all board members. Community foundations and public foundations have the highest representation of Hispanics on boards.

Table 1.4 presents results for Native Americans. The percentages of Native Americans in foundations are quite small. The representation of Native American men is almost nil. Native American women are more highly represented in public foundations in 1998, and corporate foundations in 1992. Their highest percentages are in the very small foundations, with less than \$10 million in assets. These percentages are highly volatile, changing dramatically from one year to the next, and may reflect sample size problems for this population.

**Table 1.2. Asians and Pacific Islanders, 1992/1998:
Percentage of Paid Staff and Board Totals**

		Paid Staff		Board	
		1992	1998	1992	1997
Females					
Community Foundations					
	\$100+	4.5%	5.0%	1.5%	2.5%
	\$50 to \$99.9	0.0%	2.6%	0.0%	0.0%
	\$10-49.9	1.1%	0.5%	0.1%	0.4%
	Less than \$10	0.0%	0.0%	0.2%	0.1%
	All	2.3%	3.0%	0.2%	0.5%
Corporate Grantmakers					
	\$100+	1.3%	4.3%	1.4%	n.a.
	\$50 to \$99.9	2.7%	0.0%	0.4%	n.a.
	\$10-49.9	12.5%	4.5%	0.0%	n.a.
	Less than \$10	0.0%	0.0%	0.0%	n.a.
	All	2.3%	3.5%	0.6%	n.a.
Private Foundations					
	\$100+	1.8%	2.4%	0.1%	0.5%
	\$50 to \$99.9	1.5%	4.4%	0.2%	1.1%
	\$10-49.9	2.3%	2.3%	0.3%	0.2%
	Less than \$10	0.8%	0.0%	0.1%	0.0%
	All	1.8%	2.5%	0.2%	0.4%
Public Foundations					
	\$100+	0.0%	0.0%	0.0%	0.0%
	\$50 to \$99.9	0.0%	9.1%	0.0%	0.0%
	\$10-49.9	0.0%	3.3%	0.0%	0.0%
	Less than \$10	0.0%	1.1%	0.8%	2.3%
	All	0.0%	3.3%	0.5%	1.2%
Males					
Community Foundations					
	\$100+	1.4%	1.3%	5.9%	2.3%
	\$50 to \$99.9	0.0%	0.7%	0.0%	0.3%
	\$10-49.9	0.0%	0.0%	0.3%	0.6%
	Less than \$10	0.0%	0.0%	0.3%	0.1%
	All	0.6%	0.8%	0.6%	0.6%
Corporate Grantmakers					
	\$100+	1.3%	1.6%	0.7%	n.a.
	\$50 to \$99.9	0.0%	0.0%	1.1%	n.a.
	\$10-49.9	0.0%	0.0%	2.4%	n.a.
	Less than \$10	0.0%	0.0%	12.8%	n.a.
	All	0.6%	1.0%	3.0%	n.a.
Private Foundations					
	\$100+	0.4%	0.8%	0.0%	0.5%
	\$50 to \$99.9	0.0%	0.5%	0.0%	1.6%
	\$10-49.9	0.0%	0.0%	1.0%	1.0%
	Less than \$10	0.0%	0.0%	0.0%	0.1%
	All	0.3%	0.7%	0.3%	0.7%
Public Foundations					
	\$100+	0.0%	0.0%	0.0%	0.0%
	\$50 to \$99.9	0.0%	5.5%	0.0%	0.0%
	\$10-49.9	0.0%	1.1%	0.0%	1.2%
	Less than \$10	0.0%	1.1%	0.3%	2.8%
	All	0.0%	1.8%	0.2%	1.9%

Source: Council on Foundations, 1992 and 1998 Salary Survey and 1992 and 1997 Management Survey

Table 1.3. Hispanics or Latinos, 1992/1998: Percentage of Paid Staff and Board Totals

		Paid Staff		Board	
		1992	1998	1992	1997
Females					
Community Foundations					
	\$100+	4.2%	5.9%	1.5%	1.9%
	\$50 to \$99.9	0.0%	3.9%	0.6%	2.3%
	\$10-49.9	6.0%	2.9%	1.0%	1.8%
	Less than \$10	0.7%	1.8%	0.7%	0.7%
	All	3.5%	4.5%	0.8%	1.4%
Corporate Grantmakers					
	\$100+	2.6%	2.7%	0.0%	n.a.
	\$50 to \$99.9	4.1%	2.5%	1.5%	n.a.
	\$10-49.9	0.0%	6.0%	0.0%	n.a.
	Less than \$10	0.0%	0.0%	0.0%	n.a.
	All	2.8%	3.2%	0.7%	n.a.
Private Foundations					
	\$100+	4.1%	4.0%	0.3%	1.0%
	\$50 to \$99.9	2.6%	4.9%	0.7%	0.3%
	\$10-49.9	3.1%	5.0%	0.1%	0.1%
	Less than \$10	5.3%	5.7%	0.2%	0.3%
	All	3.9%	4.2%	0.2%	0.4%
Public Foundations					
	\$100+	0.0%	3.0%	0.0%	0.0%
	\$50 to \$99.9	3.6%	5.5%	0.0%	0.0%
	\$10-49.9	1.4%	7.7%	0.6%	0.6%
	Less than \$10	4.8%	2.2%	1.8%	1.9%
	All	3.6%	4.8%	1.3%	1.2%
Males					
Community Foundations					
	\$100+	1.7%	1.3%	2.5%	1.5%
	\$50 to \$99.9	0.0%	1.3%	1.1%	1.9%
	\$10-49.9	2.7%	0.7%	2.3%	2.8%
	Less than \$10	0.7%	0.9%	0.7%	0.5%
	All	1.5%	1.1%	1.2%	1.6%
Corporate Grantmakers					
	\$100+	0.0%	0.5%	0.7%	n.a.
	\$50 to \$99.9	1.4%	0.0%	0.4%	n.a.
	\$10-49.9	0.0%	3.0%	0.0%	n.a.
	Less than \$10	0.0%	0.0%	0.0%	n.a.
	All	0.6%	1.0%	0.4%	n.a.
Private Foundations					
	\$100+	1.2%	1.5%	0.9%	1.1%
	\$50 to \$99.9	0.5%	0.5%	0.9%	0.0%
	\$10-49.9	1.6%	0.9%	1.0%	1.3%
	Less than \$10	1.5%	0.0%	0.4%	1.3%
	All	1.2%	1.3%	0.8%	1.1%
Public Foundations					
	\$100+	0.0%	0.0%	0.0%	0.0%
	\$50 to \$99.9	0.0%	3.6%	0.0%	0.0%
	\$10-49.9	0.0%	1.1%	1.3%	0.0%
	Less than \$10	1.8%	1.1%	0.8%	0.5%
	All	1.1%	1.5%	0.8%	0.2%

Source: Council on Foundations, 1992 and 1998 Salary Survey and 1992 and 1997 Management Survey

Table 1.4. Native Americans, 1992/1998: Percentage of Paid Staff and Board Totals

		Paid Staff		Board	
		1992	1998	1992	1997
Females					
Community Foundations					
	\$100+	0.0%	0.1%	1.0%	0.4%
	\$50 to \$99.9	0.0%	0.0%	0.0%	0.0%
	\$10-49.9	0.0%	0.5%	0.1%	0.1%
	Less than \$10	1.3%	0.0%	0.0%	0.1%
	All	0.3%	0.2%	0.1%	0.1%
Corporate Grantmakers					
	\$100+	0.0%	0.0%	0.0%	n.a.
	\$50 to \$99.9	0.0%	0.0%	0.0%	n.a.
	\$10-49.9	0.0%	1.5%	0.0%	n.a.
	Less than \$10	11.8%	0.0%	2.3%	n.a.
	All	1.1%	0.3%	0.4%	n.a.
Private Foundations					
	\$100+	0.1%	0.1%	0.1%	0.3%
	\$50 to \$99.9	0.0%	1.0%	0.0%	0.0%
	\$10-49.9	0.0%	0.0%	0.0%	0.1%
	Less than \$10	0.8%	0.0%	0.0%	0.0%
	All	0.1%	0.2%	0.0%	0.1%
Public Foundations					
	\$100+	0.0%	0.0%	0.0%	0.0%
	\$50 to \$99.9	0.0%	0.0%	0.0%	0.0%
	\$10-49.9	0.0%	0.0%	0.0%	0.6%
	Less than \$10	0.0%	5.4%	0.0%	0.0%
	All	0.0%	1.8%	0.0%	0.2%
Males					
Community Foundations					
	\$100+	0.0%	0.1%	0.5%	0.4%
	\$50 to \$99.9	0.0%	0.0%	0.0%	0.0%
	\$10-49.9	0.0%	0.0%	0.1%	0.2%
	Less than \$10	0.0%	0.0%	0.5%	0.1%
	All	0.0%	0.1%	0.4%	0.2%
Corporate Grantmakers					
	\$100+	0.0%	0.0%	0.0%	n.a.
	\$50 to \$99.9	0.0%	0.0%	0.0%	n.a.
	\$10-49.9	0.0%	0.0%	0.0%	n.a.
	Less than \$10	0.0%	0.0%	3.5%	n.a.
	All	0.0%	0.0%	0.6%	n.a.
Private Foundations					
	\$100+	0.1%	(a)	0.0%	0.4%
	\$50 to \$99.9	0.0%	0.0%	0.5%	0.0%
	\$10-49.9	0.0%	0.0%	0.0%	0.1%
	Less than \$10	0.0%	0.0%	0.0%	0.1%
	All	0.1%	(a)	0.1%	0.2%
Public Foundations					
	\$100+	0.0%	0.0%	0.0%	0.0%
	\$50 to \$99.9	0.0%	0.0%	0.0%	0.0%
	\$10-49.9	0.0%	0.0%	0.0%	0.6%
	Less than \$10	0.0%	0.0%	0.3%	0.9%
	All	0.0%	0.0%	0.2%	0.7%

(a) less than 0.1 percent

Source: Council on Foundations, 1992 and 1998 Salary Survey and 1992 and 1997 Management Survey

Table 1.5. White Americans, 1992/1998: Percentage of Paid Staff and Board Totals

		Paid Staff		Board	
		1992	1998	1992	1997
Females					
Community Foundations					
	\$100+	55.6%	52.5%	22.2%	24.0%
	\$50 to \$99.9	62.9%	56.2%	22.7%	26.8%
	\$10-49.9	59.9%	70.5%	22.5%	27.2%
	Less than \$10	72.7%	73.2%	25.2%	26.0%
	All	60.7%	59.8%	24.2%	26.2%
Corporate Grantmakers					
	\$100+	59.7%	58.9%	16.7%	n.a.
	\$50 to \$99.9	58.1%	72.5%	19.2%	n.a.
	\$10-49.9	75.0%	64.2%	7.1%	n.a.
	Less than \$10	70.6%	86.4%	15.1%	n.a.
	All	60.8%	63.7%	16.9%	n.a.
Private Foundations					
	\$100+	53.3%	55.1%	19.4%	24.3%
	\$50 to \$99.9	61.9%	58.1%	22.1%	29.5%
	\$10-49.9	53.9%	58.2%	27.2%	36.3%
	Less than \$10	58.3%	47.2%	37.1%	41.3%
	All	54.5%	55.4%	28.2%	33.3%
Public Foundations					
	\$100+	61.5%	63.6%	11.7%	0.0%
	\$50 to \$99.9	64.3%	47.3%	21.2%	23.5%
	\$10-49.9	45.7%	60.4%	17.4%	32.4%
	Less than \$10	46.7%	59.1%	28.4%	31.2%
	All	48.9%	57.7%	23.8%	30.7%
Males					
Community Foundations					
	\$100+	15.4%	17.3%	52.2%	52.9%
	\$50 to \$99.9	21.3%	20.3%	64.6%	55.5%
	\$10-49.9	18.7%	17.3%	63.9%	58.0%
	Less than \$10	22.0%	24.1%	68.6%	68.0%
	All	18.1%	18.2%	66.3%	61.4%
Corporate Grantmakers					
	\$100+	18.2%	17.3%	74.6%	n.a.
	\$50 to \$99.9	12.2%	5.0%	70.5%	n.a.
	\$10-49.9	12.5%	9.0%	88.1%	n.a.
	Less than \$10	5.9%	4.5%	62.8%	n.a.
	All	14.2%	13.1%	71.7%	n.a.
Private Foundations					
	\$100+	24.7%	21.4%	71.8%	64.5%
	\$50 to \$99.9	24.2%	22.2%	71.4%	63.0%
	\$10-49.9	31.6%	25.0%	68.1%	58.7%
	Less than \$10	26.5%	35.8%	59.9%	55.6%
	All	25.6%	22.0%	66.5%	60.1%
Public Foundations					
	\$100+	38.5%	21.2%	86.7%	100.0%
	\$50 to \$99.9	25.0%	20.0%	69.7%	70.6%
	\$10-49.9	17.1%	18.7%	71.0%	59.4%
	Less than \$10	23.0%	15.1%	46.0%	51.6%
	All	22.5%	18.0%	57.2%	56.7%

Source: Council on Foundations, 1992 and 1998 Salary Survey and 1992 and 1997 Management Survey

Table 1.5 presents results for White Americans. White women represent the largest proportion of staff in comparison to all other groups. They are between 49 and 64 percent of paid staff, depending on foundation type. White men represent 13 to 26 percent of all staff, depending on foundation type. White women are the most highly represented in small foundations, in terms of assets, except for the case of public foundations. This is the opposite of what was found for people of color, who were more highly represented in large foundations, except for public foundations. There was no clear pattern for white men in this regard.

White men represent 56 to 72 percent of board members, in stark contrast to their representation on staffs. They are most highly represented on corporate foundation boards, followed by community and private foundation boards. They are the least represented on public foundation boards, but they are still the majority.

White women represent 17 to 33 percent of all board members, with their largest percentages on private foundation boards. Comparisons between 1992 and 1998 indicate increases in the percentages of white women on boards, and a concomitant decrease in percentages for white men. As stated earlier, we cannot say for sure if this represents a trend, given limitations in the data.

Comparisons by Occupation

While the preceding tables are informative, they are also misleading in certain respects, as they do not distinguish between professional and administrative support occupations. If our concern is to see the advancement of people with color within professional positions, we need more specific data. This can be seen by examination of the data in Tables 2.1 through 2.5. African-American women (Table 2.1) represent only 10 percent of program officers, but they are 34 percent of assistants and administrative support staff. They still do better than African-American men, who are 7 percent of program officers. Black women also do better than black men in other executive positions, except finance, especially in the VP category. They are 2 to 3 percent of CEOs, while black men are 1 to 2 percent of CEOs.

Columns 3 and 4 in Table 2.1 give a different perspective. This table looks at the percentage of African-American women in each occupation, as a percentage of all African Americans in foundations. It shows that black women assistants and administrative support personnel represent about 45 percent of all blacks (male and female) working in foundations. Black female program officers are 14 to 16 percent of all blacks working in foundations. Black male program officers are 10 to 11 percent of all blacks working in foundations. Black male and female program officers, therefore, represent 24 to 27 percent of all blacks working in foundations.

Table 2.1. African Americans, 1992/1998: Occupational Percentage and Distribution				
	Percentages		Distribution	
	1992	1998	1992	1998
Females				
CEO	2.3%	2.7%	2.2%	2.8%
VP	7.8%	6.4%	4.0%	3.2%
Finance Executive	2.6%	2.7%	0.9%	1.2%
Asst. VP/Director	5.5%	7.1%	2.2%	2.8%
Program Officer	10.5%	9.8%	14.1%	16.1%
Research Professional	4.7%	9.3%	0.9%	1.6%
Other Finance	11.2%	10.1%	6.2%	6.1%
Other Professional	7.8%	6.8%	4.2%	5.8%
Assistants	14.2%	14.8%	14.1%	21.7%
Administrative Support	20.9%	19.1%	31.9%	17.3%
All	10.9%	9.8%	80.2%	78.6%
Males				
CEO	1.6%	1.2%	1.5%	1.2%
VP	1.3%	2.5%	0.7%	1.2%
Finance Executive	2.6%	2.0%	0.9%	0.9%
Asst. VP/Director	7.1%	4.4%	2.9%	1.8%
Program Officer	7.2%	6.5%	9.7%	10.7%
Research Professional	1.2%	2.1%	0.2%	0.4%
Other Finance	1.2%	2.9%	0.7%	1.8%
Other Professional	1.2%	1.0%	0.7%	0.9%
Assistants	0.0%	0.6%	0.0%	0.9%
Administrative Support	1.7%	1.9%	2.6%	1.8%
All	2.7%	2.7%	19.8%	21.4%
Source: Council on Foundations, 1992 and 1998 Management Survey				

Table 2.2 presents occupational data for Asian and Pacific Islanders. Asian and Pacific Islander women are 3 to 4 percent of program officers. They are most highly represented in the “Other Finance” category (accountants and grants managers), at 6 to 7 percent. Asian and Pacific Islander men are 0.5 to 1.7 percent of program officers and 1.2 to 1.7 percent in the “Other Finance” category. The percentages of Asian and Pacific Islander CEOs or VPs are quite small.

Focusing on the distribution of Asian and Pacific Islanders in foundations, the pattern holds. Asian and Pacific Islander female program officers represent 21 to 25 percent of all Asian and Pacific Islanders working in foundations. Asian and Pacific Islander women in “Other Finance” represent 15-21 percent of all Asians working in foundations. Asian and Pacific Islander women are clearly not as dependent on administrative support occupations as are African-American women; nevertheless Asian, and Pacific Islander women working in these fields represent 20-25 percent of all Asian and Pacific Islanders working in foundations. Asian and Pacific Islander men working as program officers only represented 4 percent of Asian and Pacific Islanders working in foundations in 1992, but this figure increases to 10 percent by 1998.

Table 2.2. Asians/Pacific Islanders, 1992/1998: Occupational Percentage and Distribution

	Percentages		Distribution	
	1992	1998	1992	1998
Females				
CEO	0.5%	0.3%	2.8%	1.2%
VP	0.0%	1.4%	0.0%	2.4%
Finance Executive	1.3%	2.3%	2.8%	3.7%
Asst. VP/Director	1.6%	1.8%	4.2%	2.4%
Program Officer	2.5%	4.4%	21.1%	25.0%
Research Professional	0.0%	2.1%	0.0%	1.2%
Other Finance	6.0%	7.2%	21.1%	15.2%
Other Professional	1.6%	2.1%	5.6%	6.1%
Assistants	1.6%	3.0%	9.9%	15.2%
Administrative Support	1.6%	1.5%	15.5%	4.9%
All	1.8%	2.8%	83.1%	77.4%
Males				
CEO	0.0%	0.2%	0.0%	0.6%
VP	0.4%	1.4%	1.4%	2.4%
Finance Executive	0.6%	0.4%	1.4%	0.6%
Asst. VP/Director	0.0%	0.4%	0.0%	0.6%
Program Officer	0.5%	1.7%	4.2%	9.8%
Research Professional	1.2%	1.0%	1.4%	0.6%
Other Finance	1.2%	1.7%	4.2%	3.7%
Other Professional	0.4%	0.4%	1.4%	1.2%
Assistants	0.2%	0.6%	1.4%	3.0%
Administrative Support	0.1%	0.0%	1.4%	0.0%
All	0.4%	0.8%	16.9%	22.6%

Source: Council on Foundations, 1992 and 1998 Management Survey

Table 2.3 presents data for Hispanics. Like African-American women, Latinas participate in both professional and administrative support occupations. Latinas are 13 to 14 percent of assistants and administrative support personnel working in foundations. They are 3 to 6 percent of program officers, 4 to 6 percent of senior staff (VP or assistant VP), and about 11 percent of “other professionals” operating in foundations.

Latinos are 3 percent of program officers and 3 percent of senior staff. Very few Hispanics are in CEO positions.

In examining the distribution of Hispanics, Latinas working in assistant or administrative support occupations represent 35-48 percent of all Hispanics working in foundations. Latina program officers are 10-21 percent of all Hispanics working in foundations. Latino program officers are 12 percent of all Hispanics working in foundations. The percentages suggest a major increase in Latina program officers between 1992 and 1998.

Table 2.3. Hispanics or Latinos, 1992/1998: Occupational Percentage and Distribution

	Percentages		Distribution	
	1992	1998	1992	1998
Females				
CEO	0.5%	0.5%	1.2%	1.2%
VP	0.9%	1.1%	1.2%	1.2%
Finance Executive	1.9%	1.6%	1.8%	1.6%
Asst. VP/Director	1.1%	4.4%	1.2%	4.0%
Program Officer	2.6%	5.7%	9.8%	21.1%
Research Professional	4.7%	2.1%	2.5%	0.8%
Other Finance	4.8%	3.5%	7.4%	4.8%
Other Professional	1.6%	3.5%	1.2%	6.8%
Assistants	5.1%	6.6%	14.1%	21.9%
Administrative Support	8.1%	6.7%	34.4%	13.9%
All	3.7%	4.2%	74.8%	77.3%
Males				
CEO	0.5%	0.7%	1.2%	1.6%
VP	1.3%	0.4%	1.8%	0.4%
Finance Executive	0.0%	0.8%	0.0%	0.8%
Asst. VP/Director	1.6%	1.8%	1.8%	1.6%
Program Officer	3.3%	3.2%	12.3%	12.0%
Research Professional	2.3%	2.1%	1.2%	0.8%
Other Finance	0.8%	1.2%	1.2%	1.6%
Other Professional	0.4%	0.2%	0.6%	0.4%
Assistants	0.2%	0.4%	0.6%	1.2%
Administrative Support	1.0%	1.2%	4.3%	2.4%
All	1.2%	1.2%	25.2%	22.7%

Source: Council on Foundations, 1992 and 1998 Management Survey

Table 2.4 gives percentages for Native Americans, which again, are quite small and almost nonexistent for men. The distribution of Native Americans in foundations (Columns 3 and 4) is probably more useful. Native American females working in assistant or administrative support occupations represent 20 to 44 percent of all Native Americans in foundations. Native American women program officers are 11 to 40 percent of all Native Americans in foundations. Native American CEOs are 7 to 22 percent of Native Americans working in foundations. Native American men working as program officers are 7 to 22 percent of all Native Americans working in foundations. Again, these figures seem quite volatile, reflecting sample size problems in the data.

Table 2.5 presents results for whites. White women represent the largest proportion of any group in the assistant and administrative support occupations. Nevertheless, they are highly represented in all other occupations, representing at least half (or close to half) of all employed in any given occupation. White males, however, are clumped into the professional occupational categories. They are 48 to 55 percent of all CEOs, 30 to 48 percent of senior staff, and 18 to 25 percent of program officers.

Table 2.4. Native Americans, 1992/1998: Occupational Percentage and Distribution

	Percentages		Distribution	
	1992	1998	1992	1998
Females				
CEO	0.5%	0.2%	22.2%	6.7%
VP	0.0%	0.4%	0.0%	6.7%
Finance Executive	0.0%	0.0%	0.0%	0.0%
Asst. VP/Director	0.0%	0.0%	0.0%	0.0%
Program Officer	0.2%	0.6%	11.1%	40.0%
Research Professional	0.0%	1.0%	0.0%	6.7%
Other Finance	0.0%	0.3%	0.0%	6.7%
Other Professional	0.0%	0.0%	0.0%	0.0%
Assistants	0.4%	0.2%	22.2%	13.3%
Administrative Support	0.3%	0.2%	22.2%	6.7%
All	0.2%	0.3%	77.8%	86.7%
Males				
CEO	0.0%	0.0%	0.0%	0.0%
VP	0.0%	0.0%	0.0%	0.0%
Finance Executive	0.0%	0.0%	0.0%	0.0%
Asst. VP/Director	0.0%	0.4%	0.0%	6.7%
Program Officer	0.3%	0.1%	22.2%	6.7%
Research Professional	0.0%	0.0%	0.0%	0.0%
Other Finance	0.0%	0.0%	0.0%	0.0%
Other Professional	0.0%	0.0%	0.0%	0.0%
Assistants	0.0%	0.0%	0.0%	0.0%
Administrative Support	0.0%	0.0%	0.0%	0.0%
All	0.1%	0.0%	22.2%	13.3%

Source: Council on Foundations, 1992 and 1998 Management Survey

An examination of the distribution of white men and women suggests that white women in assistant and administrative support occupations represent 26 to 30 percent of all whites working in foundations. White women program officers represent 11 to 13 percent of whites working in foundations. White women in senior staff positions represent 10 to 11 percent of all whites working in foundations. White female CEOs represent 7 to 8 percent of all whites working in foundations.

In spite of their overall lower numbers, white male CEOs represent 8 to 9 percent of all whites working in foundations. White male senior staff also represents 8 to 9 percent of whites working in foundations.

Table 2.5. White Americans, 1992/1998: Occupational Percentage and Distribution

	Percentages		Distribution	
	1992	1998	1992	1998
Females				
CEO	39.0%	46.2%	6.5%	7.7%
VP	49.6%	49.5%	4.4%	3.9%
Finance Executive	42.9%	50.4%	2.5%	3.6%
Asst. VP/Director	49.7%	48.9%	3.5%	3.1%
Program Officer	47.0%	49.2%	10.9%	13.0%
Research Professional	54.7%	43.3%	1.8%	1.2%
Other Finance	65.6%	61.1%	6.2%	6.0%
Other Professional	67.5%	72.9%	6.2%	10.0%
Assistants	72.2%	67.5%	12.3%	15.9%
Administrative Support	62.6%	66.7%	16.5%	9.7%
All	55.8%	57.5%	70.8%	74.2%
Males				
CEO	55.4%	47.9%	9.2%	8.0%
VP	38.8%	36.7%	3.4%	2.9%
Finance Executive	48.1%	39.1%	2.8%	2.8%
Asst. VP/Director	33.3%	30.7%	2.3%	1.9%
Program Officer	25.6%	18.2%	5.9%	4.8%
Research Professional	31.4%	35.1%	1.0%	1.0%
Other Finance	8.4%	10.4%	0.8%	1.0%
Other Professional	19.3%	12.7%	1.8%	1.7%
Assistants	5.6%	5.3%	0.9%	1.2%
Administrative Support	3.5%	2.3%	0.9%	0.3%
All	23.0%	20.0%	29.2%	25.8%

Source: Council on Foundations, 1992 and 1998 Management Survey

Occupation by Foundation Type and Assets

Tables 3.1 and 3.2 present employment in three categories: CEO, Senior Staff (VP, assistant VP, program directors, finance executive), and Program Officer. Table 3.1 presents percentages by race, sex, occupation and foundation type. Table 3.2 presents percentages for these three occupations by race, sex, and foundation assets size. The tables are only for 1998, as CoF did not include a separate category for family foundations in 1992.

For ease of understanding, column 6 sums the percentages for all persons of color. Relying on this column, it appears that corporate foundations hire the largest proportion of CEOs who are persons of color, both male and female. Summing the percentages for women of color and men of color, fully 18 percent of CEOs in corporate foundations are persons of color. Corporate foundations also have the highest percentage of CEOs that are white women, 59 percent. This may reflect the fact that corporate foundations are generally a part of a larger corporate structure. As described in the chapter on corporate grantmaking in this volume, corporations have incentives to increase the diversity of their workforce and management. The hiring of a woman or a person of color into a corporate foundation thus helps diversify overall corporate management. Indeed, white men represent only 23 percent

of corporate foundation CEOs. While this is a positive trend from the point of view of diversifying philanthropy, from the perspective of diversifying corporate management, it may not be as positive if women and people of color tend to be given such responsibilities primarily within the foundation arm of corporations, and not as much elsewhere in the company.

Table 3.1. Professional Staff by Foundation Type, Sex and Race/Ethnicity, 1998: Percentages							
	Asian/PI	Black	Hispanic	Native American	Other	Persons of Color	White
FEMALES							
Community Foundations							
CEO	0.0%	1.9%	0.5%	0.0%	0.0%	2.3%	51.9%
Senior Staff	1.6%	6.4%	1.6%	0.0%	0.0%	9.6%	57.0%
Program Officer	4.3%	12.0%	7.7%	0.4%	0.9%	25.2%	50.9%
Corporate Grantmakers							
CEO	1.4%	11.0%	0.0%	0.0%	0.0%	12.3%	58.9%
Senior Staff	4.8%	6.3%	1.6%	0.0%	0.0%	12.7%	55.6%
Program Officer	1.4%	11.1%	4.2%	1.4%	0.0%	18.1%	70.8%
Family Foundations							
CEO	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	48.5%
Senior Staff	4.5%	0.0%	1.5%	0.0%	0.0%	6.0%	52.2%
Program Officer	4.1%	8.2%	8.2%	0.0%	1.0%	21.4%	53.1%
Independent Foundations							
CEO	0.6%	2.4%	0.6%	0.0%	0.0%	3.6%	34.1%
Senior Staff	0.9%	5.1%	2.7%	0.0%	0.3%	9.1%	40.2%
Program Officer	4.7%	9.1%	4.5%	0.6%	0.4%	19.3%	44.5%
Public Foundations							
CEO	0.0%	0.0%	2.8%	2.8%	0.0%	5.6%	36.1%
Senior Staff	1.9%	7.7%	3.8%	1.9%	0.0%	15.4%	63.5%
Program Officer	7.3%	7.3%	4.9%	2.4%	0.0%	22.0%	48.8%
MALES							
Community Foundations							
CEO	0.0%	1.4%	0.9%	0.0%	0.0%	2.3%	43.5%
Senior Staff	0.8%	2.8%	0.4%	0.4%	0.4%	4.8%	28.7%
Program Officer	2.1%	6.8%	4.7%	0.0%	0.0%	13.7%	10.3%
Corporate Grantmakers							
CEO	1.4%	2.7%	1.4%	0.0%	0.0%	5.5%	23.3%
Senior Staff	1.6%	4.8%	1.6%	0.0%	0.0%	7.9%	23.8%
Program Officer	1.4%	5.6%	0.0%	0.0%	0.0%	6.9%	4.2%
Family Foundations							
CEO	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	51.5%
Senior Staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	41.8%
Program Officer	0.0%	1.0%	1.0%	0.0%	0.0%	2.0%	23.5%
Independent Foundations							
CEO	0.0%	0.6%	0.6%	0.0%	0.6%	1.8%	60.5%
Senior Staff	0.6%	3.3%	1.2%	0.0%	0.3%	5.4%	45.3%
Program Officer	1.8%	7.9%	3.5%	0.2%	0.0%	13.4%	22.8%
Public Foundations							
CEO	0.0%	2.8%	0.0%	0.0%	0.0%	2.8%	55.6%
Senior Staff	1.9%	1.9%	1.9%	0.0%	0.0%	5.8%	15.4%
Program Officer	2.4%	2.4%	2.4%	0.0%	0.0%	7.3%	22.0%
Source: Council on Foundations, 1998 Salary Survey							

Corporate foundations also hire a high percentage of persons of color into senior staff positions, but in this they are tied with public foundations, at about 21 percent of senior staff being persons of color. Public foundations also have the highest percentage of white women who are in senior staff positions at 64 percent. The highest percentage of white male senior staffers is in independent foundations, 45 percent.

When it comes to program officers, community foundations are the clear winner in terms of diversity. Thirty-nine percent of program officers in community foundations are persons of color. Independent foundations come in next with 33 percent of program officers that are persons of color. Corporate grantmakers have the highest proportion of program officers that are white women, an enormous 71 percent. White males are most highly represented as program officers in family, independent, and public foundations, at 22 to 23 percent.

Table 3.2 examines professional staff by assets size of organization. Given the larger staffs that foundations with greater assets have, we expect diversity to be a more prominent issue in these institutions, and indeed, persons of color are more highly represented as CEOs in the larger foundations. Summing male and female percentages, nine percent of CEOs in foundations with assets more than \$250 million are persons of color. Eight percent of CEOs in foundations with assets between \$100 million and \$250 million are persons of color. This demonstrates a greater commitment that the larger foundations have made to people of color, generally. While white women are well represented across asset levels, they have the highest percentage of CEOs in the smaller foundations: 58 percent in those with assets less than \$25 million. Alternatively, white males are highly represented among the larger institutions. They are 68 percent of CEOs in foundations with assets of \$250 million or more. Interestingly, there is no clear pattern for senior staff positions. Persons of color represent 14-16 percent of all senior staff, regardless of assets size. White women again are most highly represented in the smaller foundations, over 60 percent. However, this does not mean their numbers are small in the large foundations; they are almost 40 percent of senior staff in foundations of 250 or more and 50 percent of senior staff in foundations with assets between \$100 million and \$249.9 million. Nevertheless, white males fill a higher percentage of senior staff positions in larger foundations than in smaller ones.

Persons of color, again, are more highly represented in program officer positions in larger foundations, at 10 to 35 percent. White women are more highly represented in small foundations, at 61 to 72 percent. White males are more highly represented in larger foundations, at 22 percent.

Table 3.2. Professional Staff by Assets, Sex and Race/Ethnicity, 1998: Percentages

	Asian/PI	Black	Hispanic	Native American	Other	Persons of Color	White
FEMALES							
\$250 Million or More							
CEO	0.0%	4.4%	2.2%	0.0%	0.0%	6.6%	23.1%
Senior Staff	1.9%	5.3%	1.6%	0.0%	0.0%	8.8%	39.2%
Program Officer	4.6%	10.9%	5.6%	0.6%	0.7%	22.4%	42.6%
\$100 to \$249.9 Million							
CEO	0.0%	4.5%	0.0%	0.0%	0.0%	4.5%	38.2%
Senior Staff	2.8%	6.4%	1.4%	0.0%	0.0%	10.6%	49.6%
Program Officer	3.1%	8.1%	5.6%	0.0%	0.6%	17.5%	55.6%
\$50 to \$99.9 Million							
CEO	1.1%	5.3%	1.1%	0.0%	0.0%	7.4%	42.1%
Senior Staff	4.0%	5.3%	1.3%	0.0%	0.0%	10.7%	62.7%
Program Officer	8.0%	8.0%	8.0%	1.1%	0.0%	25.0%	51.1%
\$25 to \$49.9 Million							
CEO	1.0%	2.1%	0.0%	0.0%	0.0%	3.1%	52.6%
Senior Staff	0.0%	2.5%	5.1%	0.0%	0.0%	7.6%	68.4%
Program Officer	1.8%	12.3%	5.3%	1.8%	0.0%	21.1%	71.9%
Less Than \$25 Million							
CEO	0.0%	0.5%	0.0%	0.5%	0.0%	0.9%	58.0%
Senior Staff	0.0%	6.4%	4.3%	1.1%	1.1%	12.8%	64.9%
Program Officer	3.3%	6.5%	4.3%	1.1%	0.0%	15.2%	60.9%
MALES							
\$250 Million or More							
CEO	0.0%	2.2%	0.0%	0.0%	0.0%	2.2%	68.1%
Senior Staff	0.8%	3.7%	0.8%	0.3%	0.3%	5.9%	46.1%
Program Officer	1.7%	7.8%	3.9%	0.2%	0.0%	13.5%	21.5%
\$100 to \$249.9 Million							
CEO	1.1%	2.2%	0.0%	0.0%	0.0%	3.4%	53.9%
Senior Staff	1.4%	2.1%	0.0%	0.0%	0.0%	3.5%	36.2%
Program Officer	2.5%	5.6%	3.8%	0.0%	0.0%	11.9%	15.0%
\$50 to \$99.9 Million							
CEO	0.0%	1.1%	0.0%	0.0%	0.0%	1.1%	49.5%
Senior Staff	0.0%	2.7%	2.7%	0.0%	0.0%	5.3%	21.3%
Program Officer	2.3%	6.8%	1.1%	0.0%	0.0%	10.2%	13.6%
\$25 to \$49.9 Million							
CEO	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%	42.3%
Senior Staff	1.3%	2.5%	2.5%	0.0%	0.0%	6.3%	17.7%
Program Officer	0.0%	1.8%	1.8%	0.0%	0.0%	3.5%	3.5%
Less Than \$25 Million							
CEO	0.0%	0.9%	0.9%	0.0%	0.5%	2.3%	38.8%
Senior Staff	0.0%	1.1%	0.0%	0.0%	1.1%	2.1%	20.2%
Program Officer	1.1%	3.3%	1.1%	0.0%	0.0%	5.4%	18.5%

Source: Council on Foundations, 1998 Salary Survey.

Comparison to the Public and Third Sectors

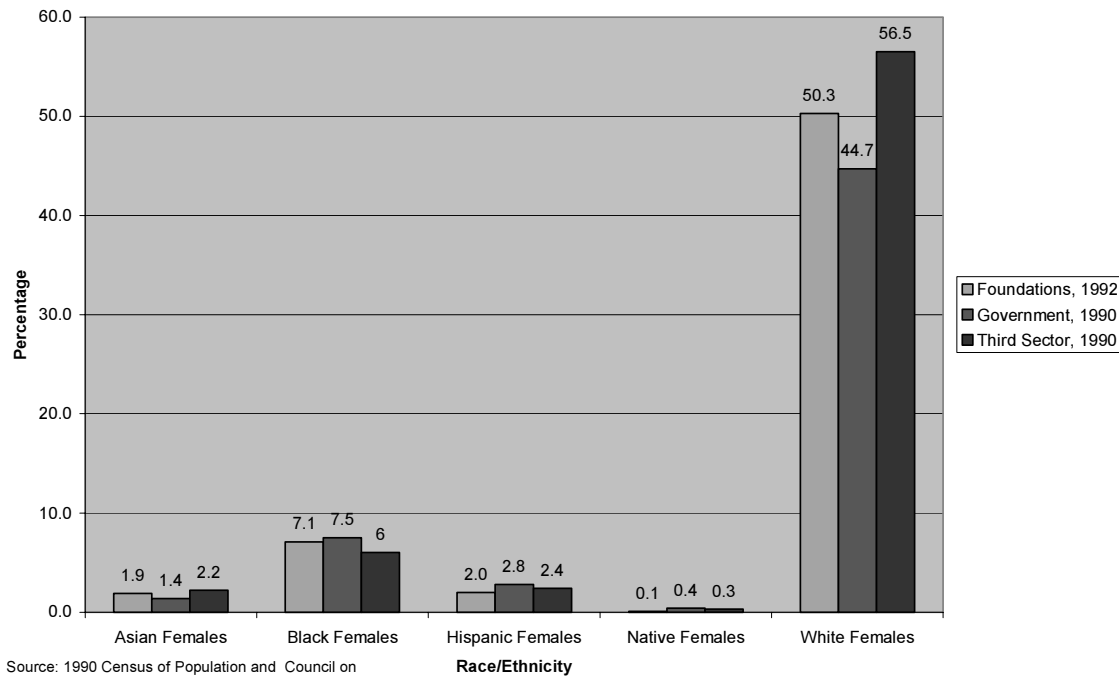
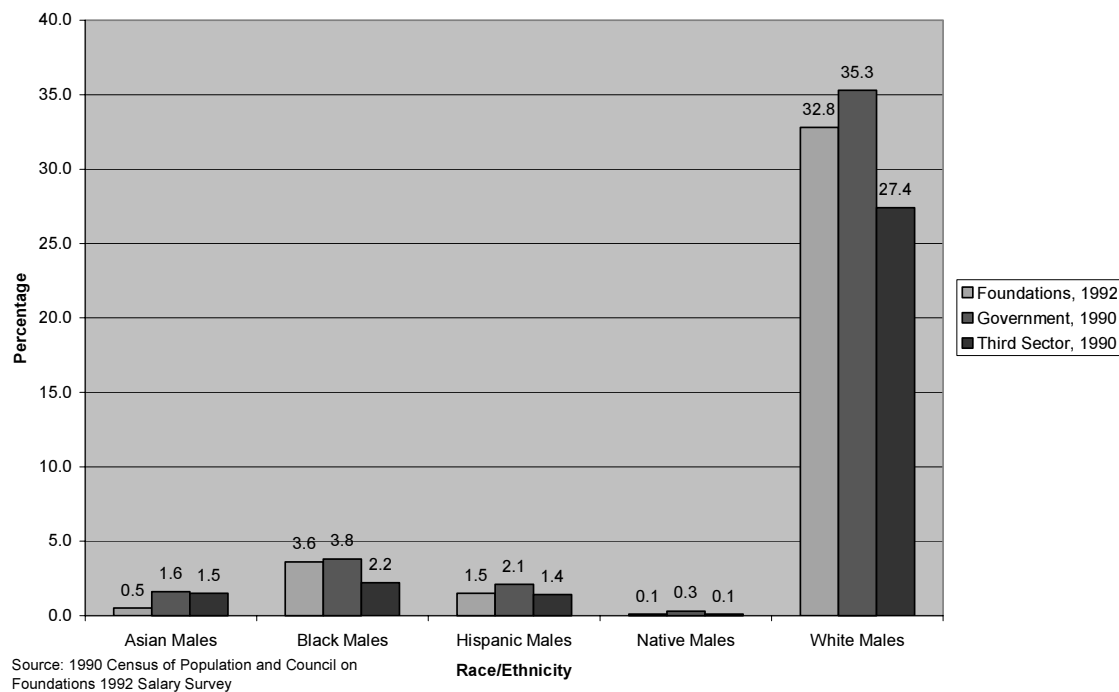
How do these data relate to trends in other sectors? Persons of color and women have managed to find work in philanthropy, although their success varies by race ethnicity, foundation type and foundation assets. Are foundations keeping up with wider social trends?

One basis of comparison is the public sector. Government – federal, state, and local – generally has led the way in hiring minorities and women, a pattern that was already apparent at the turn of the 20th century (Van Riper 1958, p. 201). One reason for the early emergence of this trend centers on issues of legitimacy. Since the Jacksonian Era concerns have been expressed that government should be representative of the people that it serves. Many continue to argue that a representative government should have a representative bureaucracy for reasons of democracy and accountability to the public (Krislov 1981, p. 192). These factors make the public sector a useful benchmark for comparison with philanthropy in terms of diversity practices.

Another basis of comparison is the nonprofit sector as a whole. Foundations are part of the larger nonprofit sector. How do they fare in terms of the overall sector? Charts 4 and 5 compare the employment of managers and professionals in foundations to that in government and the Third Sector.⁵ Chart 4 is for females and Chart 5 is for males. Within each cluster of three, the middle bar is the percentage of each group represented in managerial and professional jobs in government. The bar to the right is the percentage of each group represented in managerial and professional jobs in the Third Sector. The bar to the left is the percentage of each group represented in managerial and professional jobs in foundations. The data on government and the Third Sector is based on calculations from the 1990 Census. (Unfortunately, occupational data from the 2000 Census will not be available for some time.) The foundation data comes from the Council and Foundation's Salary Survey for 1992. To make the professional and managerial category comparable to the census, all occupations are included, except those classified as assistants or administrative support.

Generally speaking, foundations have done well relative to the government. The percentages of black males and females in professional and managerial positions in foundations are equal to their percentages in government. The percentage for Asian and Pacific Islander females is a little higher than is found in government; and for Asian and Pacific Islander males it is a little lower than is found in government. The percentages are approximately equal for Latinas, but a little low for Latinos.

White females, however, are more highly represented as managers and professionals in foundations than they are in government. Conversely, white males are more highly represented as managers and professionals in government than they are in foundations.

Chart 4. Female Professionals in Foundation, Government and Third Sector Employment**Chart 5. Male Professionals in Foundation, Government and Third Sector Employment**

The differences are largest for Native Americans, although these are difficult to see on the charts, because the overall percentages are small. Generally speaking, Native Americans have been more successful finding managerial and professional jobs in government than they have in foundations. Native American females are 0.1 percent of professionals and managers in foundations and a 0.4 percent of professionals and managers in government, a fourfold difference. Native American males are 0.1 percent of professionals and managers in foundations and 0.3 percent in government, a threefold difference.

With respect to the Third Sector, again, percentages are similar. For Asian and Hispanic females and for Native American and Hispanic males, percentages in the Third Sector are comparable to percentages in foundations. The percentages for black males and females in foundations are slightly above their percentages in the Third Sector. Asian males, however, appear to be significantly underrepresented in foundations in comparison to their percentages in government and the Third Sector. Native American females appear to be underrepresented in foundations relative to their percentages in the Third Sector.

White females appear to be underrepresented in foundations relative to their percentages in the Third Sector, while white males are over-represented in foundations relative to the Third Sector. These are not large differences, however.

Unfortunately, it is not possible – using these data – to determine if any of these differences are statistically significant. Nevertheless, what is most interesting about these comparisons is just how similar percentages are, in most cases, in foundations, the Third Sector, and government employment. This suggests that the labor market, more so than affirmative action policies, may explain employment trends. There are no really large differences for any sector, except possibly the lower representation of men in general in the Third Sector, relative to foundations and government.

Summary

This section has examined the largest available dataset of foundation employment and diversity, assessed the trends by identity group, foundation type, and foundation assets size, and compared these trends with those within the public sector. The Council on Foundations's data show that African Americans have been more successful than other persons of color in finding jobs in foundations, and that this mirrors relative proportions in government staffing, widely regarded as a leader in hiring diversity. There are a number of reasons for this relative success of African Americans. Burbridge (Burbridge 1994, p. 39), using census data from 1950-1990, has shown that African Americans have historically been over-represented in government and the Third Sector. So their higher representation in foundations is part of a larger trend. This may reflect the legacy of the particular form of historical discrimination faced by African Americans, which drove many to seek

employment in “public” fields because of a lack of access to private sector employment. Once established in these fields, the social networks created there provided opportunities for other African-American professionals. In contrast, Asian and Hispanics – who also faced discrimination – were more likely to find jobs in the small business sector. If foundations follow similar recruitment strategies as government and the Third Sector, it is not surprising that percentages are similar in foundations relative to these sectors. It may be necessary to expand beyond traditional networks in order to recruit more Asians and Hispanics into foundations.

Persons of color have had the most success finding professional positions in corporate, public and community foundations, as opposed to family and independent foundations. Women have had the greatest success finding jobs in smaller foundations, as opposed to larger and mid-size foundations.

White women have increased their numbers dramatically in all types of foundations and in all occupations. They have come the closest to making it into positions of power, traditionally dominated by white males. Half of CEOs are now white women, although they are still behind white men in obtaining CEO positions in the large, independent foundations that control the vast majority of overall grantmaking assets.

White women have also made some progress in getting on boards, but these entities remain predominately white and male. Public foundations have had the greatest success in bringing women and people of color onto their boards. Nevertheless, CEO positions (in the case of people of color) and board positions (for women and nonwhites) remain a challenge.

New Data, New Perspectives: The Joint Affinity Groups Survey

While the data available from the Council on Foundations give a reasonable approximation of the percentages of women and persons of color working in foundations, these percentages do not indicate how well people are doing in their jobs. Much goes into defining one’s success in a field. In 1980, Women and Foundations/Corporate Philanthropy published a report documenting the lack of funding going to programs for women and girls, in spite of the increase of women in the field (Women and Foundations 1980). In 1985 Odendahl, Boris and Daniels published a report in which they found that women in foundations were paid less than comparable men and faced glass ceilings in making it into top jobs (Odendahl, Boris, and Daniels 1985).

In 1993, Carson (1993) published a report on African Americans in foundations that suggested that black program officers were being “ghettoized” in program areas dealing only with persons of color, in a field where being a generalist improves one’s chances for upward mobility. Burbridge (1995) confirmed his hypothesis with a survey of African Americans working in foundations. Burbridge also found that many black program officers were

pessimistic about their opportunities for upward mobility and found the “culture” of foundations difficult to understand and negotiate.

Carson (1999) has also noted the small amount of funding going to persons of color and women, in spite of increases of their representation in foundations:

An examination of the grantmaking by the larger foundations in 1996 indicates that all non-white racial/ethnic minority groups received \$674.4 million (9.3 percent); immigrants and refugees received \$48.7 million (0.7 percent), women and girls received \$417 million (5.7 percent) and civil rights and social action causes received \$81.6 million (1.1 percent). While these statistics likely understate the total level of foundation support for the aforementioned groups and causes, they do reveal that the interests of racial and ethnic groups are not high priority areas for most foundations (p. 249).

Why is funding for women and persons of color inadequate, given the expansion in employment of these groups in foundation philanthropy? It could be argued that those persons of color or women working in foundations are not adequately representing their respective communities. This may occur if they have lost touch with the needs of these communities or have in some way been “co-opted.” Another possibility is that they are encountering barriers within foundations that make it impossible for them to adequately represent these communities, in spite of their best intentions. For example, they may face problems convincing their supervisors or foundation boards of the need for these programs. The data below on the relative frequency with which people of color find their decisions second-guessed are suggestive in this regard.

In preparation for a new survey that would address some of these other concerns and that would include a broader base of foundation professionals, directors of various affinity groups⁶ were interviewed about the issues they felt affected the careers and effectiveness of foundation professionals. The responses from these interviews can be summarized as follows:

- There is a “revolving door” for nonwhite grantmakers. The percentages indicated in Council on Foundations data masked high turnover rates for persons of color.
- A tremendous burden is placed on persons of color to wear many different hats. They are expected to assimilate into the foundation culture without losing touch with their own communities, since many are essentially hired to be representatives of their communities. Even if one’s primary field does not focus on a particular race or ethnicity, people of color are expected to be experts. Sometimes they have to be experts on cultures they know little about. (For example, a Native American from one nation would be expected to know about the cultures of Native Americans of other nations.) These expectations place an undue burden on persons of color that is not placed on their white counterparts.

- With respect to people with disabilities or gays and lesbians, concerns were expressed about the invisibility of these groups. There is a tendency to want to hide one's disability or sexual orientation for fear that it might hurt one's chances for upward mobility. This reticence leads to considerable stress and affects the quality of one's work.
- Representatives of all groups expressed concerns about glass ceilings. Job mobility does not extend into senior management, and career paths can sometimes be cut short.
- Concerns were expressed about the meaning of staff diversity for grantmaking practice. Why is there still so little funding for women and girls or persons of color, in spite of their representation in the field? What has impeded foundation professionals' ability to translate their positions into programs that serve their constituencies? More importantly, why have professionals been unable to translate their positions into programs that served their constituencies **well** – programs that reflect the concerns of these communities and that are accountable to some standard of success?
- The culture of the foundation world is difficult for many to negotiate. There is very little training or mentoring of foundation professionals to make it possible for them to understand some of the “coded messages” they hear from established people in the field.

Survey Sample

In the late summer of 1999 a survey was sent to a sample of foundation employees, and former employees, to obtain information on their experiences working for philanthropic foundations. The focus of the survey was to compare the experiences of different “identity groups” – African Americans, American Indians, Asian Americans, European Americans, Hispanics, gays and lesbians, people with disabilities, women and men. To obtain a sample that permitted this type of comparison, mailing lists were compiled from ten affinity groups operating in the field of philanthropy:

- Asian Americans/Pacific Islanders in Philanthropy (AAPIP)
- Association of Black Foundation Executives (ABFE)
- Disability Funders Network (DFN)
- Environmental Grantmakers Association (EGA)
- Funders for Lesbian and Gay Issues
- Hispanics in Philanthropy (HIP)
- National Network of Grantmakers (NNG)
- Native Americans in Philanthropy (NAP)
- Women and Philanthropy (W&P)
- Women's Funding Network (WFN)

All of these organizations, with the exception of EGA, are members of the Joint Affinity Groups (JAG), a partnership committed to exploring the nature and consequences of diversity in philanthropic foundations. EGA's membership was included to increase representation of whites in the sample.

In addition to the mailing lists from the organizations listed above, directors of the JAG affinity groups were given self-addressed postcards to give to those they felt may also be interested in participating in the survey, but who may not be on existing mailing lists. Four hundred postcards were distributed altogether. Addresses on returned postcards and on mailing lists were entered into a computer and merged into one database. Special software was used to identify and expel duplicate entries, resulting in a final list of 2,166.

Prior to the mailing out of the survey, the participating organizations prepared their membership for participation in the process, by sending them letters and e-mails, and by making announcements in meetings, encouraging them to respond to the survey when it arrived. After the survey was mailed out, a follow-up postcard was sent after three weeks, again exhorting those who had received the survey to reply as soon as possible. During the fall of 1999, the affinity group directors again sent out more letters and e-mails asking their members to respond to the survey.

As an additional incentive, those receiving the survey were told that their names would be placed in a lottery for a laptop computer if they responded to the survey. By sending their name and address on an enclosed postcard – that could be returned separately from the survey (which was confidential) – they were automatically entered into the lottery. Altogether 420 entries were received. A drawing was conducted in April of 2000.

Finally, the confidentiality of the survey was emphasized to all respondents to insure as high a response rate as possible. As the survey asked many sensitive questions regarding race and sexual orientation, there were concerns that many would feel uncomfortable responding. Every effort was made to make respondents feel at ease about the contents of the questionnaire.

Survey Questionnaire

The questionnaire was based on a survey conducted of the ABFE membership in 1993 (Burbridge 1995). This study explored the careers of African Americans in foundations, their experiences as grantmakers, and their perceptions about their prospects in foundation philanthropy. In adapting the questionnaire for a larger audience, many changes were made to broaden the scope of the survey. As well as the interviews discussed above, focus groups and informal conversations with foundation personnel were used to revise and update the survey. The JAG affinity group directors reviewed a final draft of the survey before it was mailed out.

Response Rate

Surveys were accepted between September of 1999 and February of 2000. Altogether 512 surveys were received. Twelve of the surveys were thrown out because the respondents had never had experience working in a foundation and were therefore ineligible to participate. This leaves a total of 500 valid responses.

The existence of many persons on these mailing lists who were ineligible to participate made estimating a response rate difficult. Many of the affinity groups included trustees or foundation board members on their lists, who were not intended to be part of the sampling frame. Provision was made for each person to indicate on his or her return postcard whether he or she was a trustee. Fifty-seven people responded, indicating their ineligibility to participate. In addition to these 57, another 100 persons on the mailing lists were identified by representatives of affinity groups as trustees. This 157, in combination with the number of surveys returned for inaccurate addresses, resulted in a reduction of the sampling frame from 2,166 to 1,974. The 500 “good” surveys, taken as a percent of the revised sampling frame, suggest a response rate of 25.3 percent.

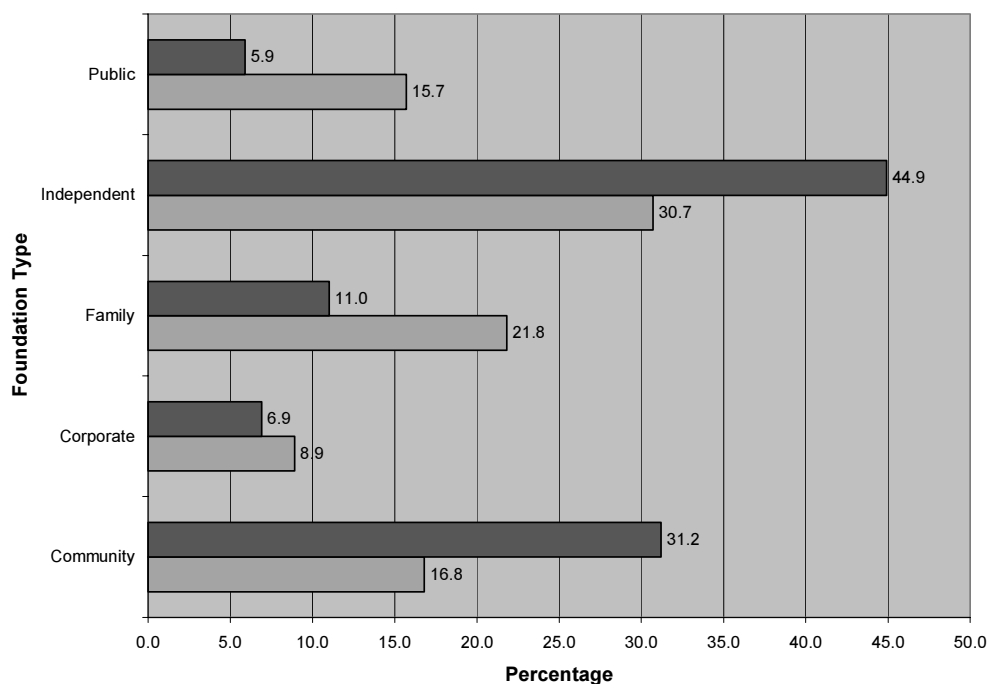
There is reason to believe, however, that there were many more ineligibles in the sampling frame. First, not all affinity groups identified trustees on their lists and there may be many more on the list that are not accounted for. In addition, the lists contained a variety of other persons: academics at universities or research institutes, management consultants, people working for various foundation affinity groups or service organizations (e.g. The Foundation Center, Council on Foundations), members of the news media, and so on. There were persons with corporate addresses that may or may not work in the philanthropic sections of these corporations. And there were a number of people with only home addresses listed. Many of these individuals may, in fact, be foundation employees or former foundation employees, but some probably are not. Thus, it is more appropriate to estimate the response rate among those eligible to participate in the survey, as somewhere between 25-30 percent; with 30 percent being more likely, but not “provable.”

It should also be noted that 40 postcards were received from individuals not on the mailing list. Most likely these were individuals that replaced those who left their foundation jobs, but whose addresses had not been changed on the mailing lists. These individuals were considered as “replacements” for those in the sampling frame who were unreachable due to a changed address. Altogether, 70 people returning surveys indicated that they did not belong to any affinity group. This total probably includes the 40 respondents not on the mailing list, as well as those recruited separately into the sample by JAG affinity group directors (as discussed earlier).⁷ This allowed for additional diversity in the sample.

Comparison to the Council on Foundations Sample

In comparing the JAG sample to the Council on Foundations 1998 survey sample, many differences appear. Chart 6 compares the JAG sample to the Council's sample by foundation type. The Council's sample is heavily weighted towards independent and community foundations, while the JAG sample had a more even distribution across types of foundations. This most likely reflects the contribution of the National Network of Grantmakers (NNG) to the mailing list, since this group serves many small foundations that are not members of the Council on Foundations.⁸

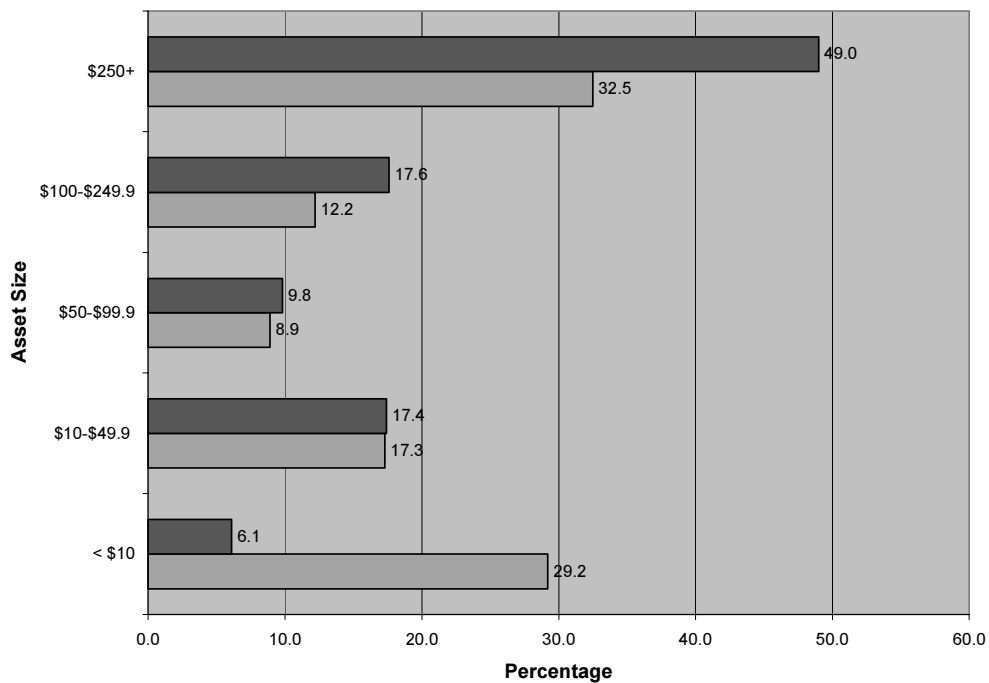
Chart 6. CoF and JAG Surveys by Foundation Type



Note: Percentages related to the Council on Foundations's statistics are based on data for 4,580 full-time foundation staff.

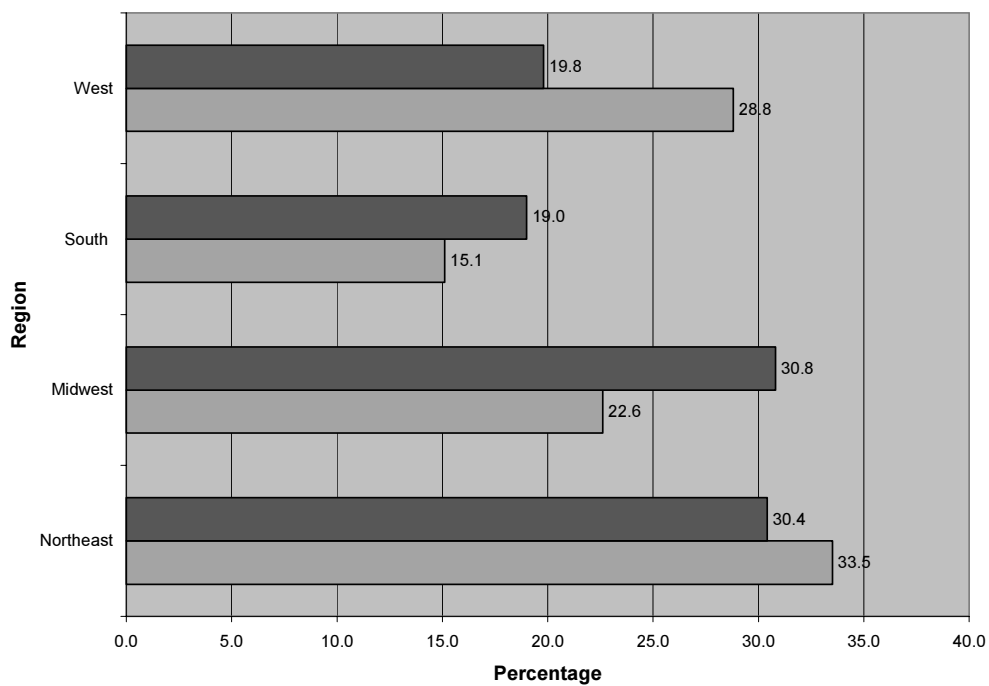
Chart 7 shows a comparison of the Council's survey and the JAG survey by asset type. Again the JAG survey has a slightly more even distribution, given the heavier weight of large foundations in the Council's data. Chart 8 shows a comparison by region. The Council's survey appears to have a more even distribution by region than does the JAG survey. One of the concerns raised about the JAG survey was that the sensitivity of some of the questions – particularly those related to sexual orientation – would lower response rates in more conservative areas of the country, such as the Midwest and the South. This is a possible explanation for the lower response rates in these areas, but it is impossible to know for sure. Nevertheless, these areas are still represented in the JAG survey, just not as well as the Northeast and the West.

Chart 7. CoF and JAG Surveys by Asset Size



Note: Percentages related to the Council on Foundations's statistics are based on data for 4,580 full-time foundation staff.

Chart 8. CoF and JAG Surveys by Region

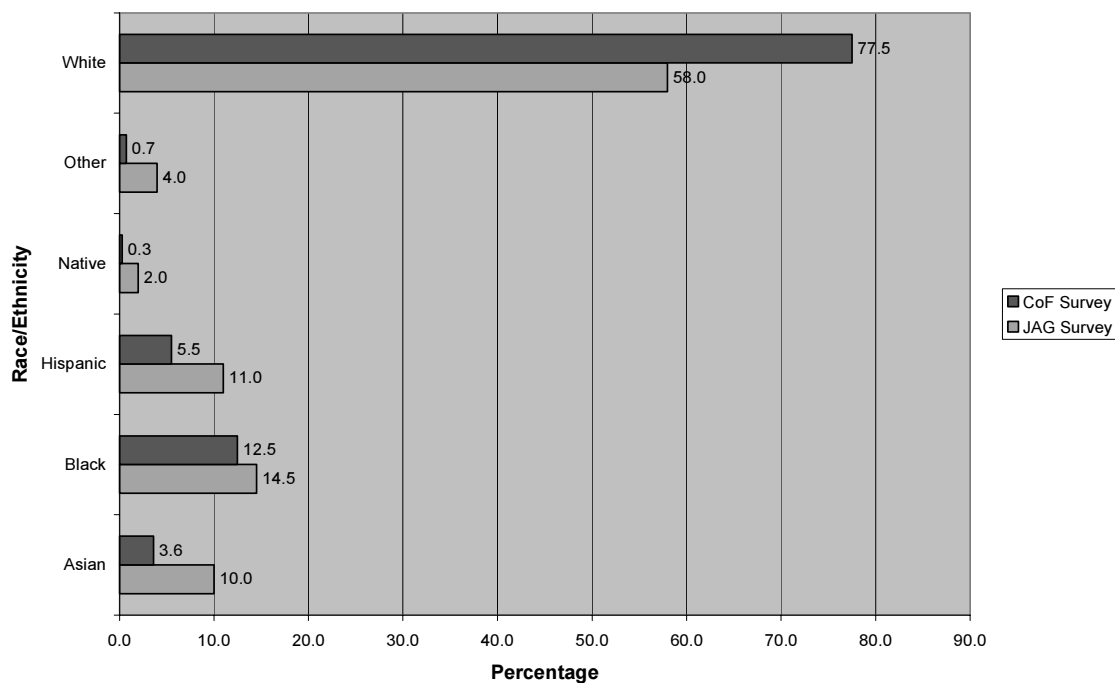


Note: Percentages related to the Council on Foundations's statistics are based on data for 4,580 full-time foundation staff.

How does the JAG sample compare to the overall geographic distribution of foundations? The largest available sample with this information is from The Foundation Center's data on employment, which includes a regional breakdown among all foundation staff positions (Gluck and Ganguly 2001, p. 10). The representation of staff from the West and Midwest in the JAG survey data is comparable to that in the Foundation Center's data: both show 29 percent of foundation employees in the West and 23 percent in the Midwest. The percentage of foundation employees in the South is low for the JAG survey (15 percent) in comparison to the Foundation Center, which has 21 percent in the South. The percentage of foundation employees in the Northeast is high for the JAG survey (34 percent) in comparison to the Foundation Center, which has 27 percent in the West.

Finally, Chart 9 compares the two surveys by race. The JAG survey has a higher representation of persons of color than the Council's survey. This is to be expected, given the mailing lists that were collected for the study. Further, an over-sampling of persons of color was necessary to ensure sample sizes were large enough for meaningful analysis.

Chart 9. CoF and JAG Surveys by Race/Ethnicity



Note: Percentages related to the Council on Foundations's statistics are based on data for 4,580 full-time foundation staff.

What is not clear is what these differences mean in terms of the entire universe of foundations. Neither the Council's survey nor the JAG survey are likely to be representative of the entire universe, since both depend heavily on members in a professional association(s) that does not have universal coverage. For purposes of this analysis, however, the JAG

survey's distribution across various categories seems reasonable, capturing foundation professionals in a variety of contexts.

Career Patterns

While the next section deals with the subjective perceptions of respondents regarding their careers, the present section looks at more objective measures of job characteristics, levels of responsibility, interaction with others, and grantmaking practices. The relevant findings in this section give substance to the earlier assertion that foundations have diversified in a partial and incomplete manner. Different identity groups do better or worse in different types of foundations, whether distinguished by operating type or asset size. White women have found particular success in small foundations, gaining a significant amount of responsibility over governance positions. People of color, particularly men of color, have had more luck in larger foundations, although they are less likely to hold senior positions than their white counterparts. Looking at the substantive focus of respondents' grantmaking, it is clear that certain identity groups have gained prominence as targets of philanthropic interest, while other communities – Native Americans, gays and lesbians, and people with disabilities – are much less likely to be on the radar screens of respondents' institutions. These findings suggest a need for ongoing efforts to diversify foundation staffing **and** practice.

Table 4.1 presents an extended summary of the demographic characteristics of the sample. Most of the sample was middle aged or older at the time of the survey. Thirty-eight percent were between the ages of 41 and 50, and another 24 percent were over 50. Twenty-seven percent were between 31 and 40; and only 11 percent were younger than 30.

In keeping with the age of the sample, many had extensive professional experience. Forty percent of the sample had more than twenty years of experience in a professional capacity. Another 37 percent had 11-20 years of professional experience. Still, a substantial percent had less than ten years of professional experience (23 percent).

Fifty eight percent of the sample was white: 41 percent white women and 17 percent white men. Thirty-two percent were women of color and 10 percent were men of color. Thus, the study did meet its goal of having a diverse sample. Among people of color the breakdown was as follows: 72 respondents were black or African-American (14.5 percent of the sample), 55 respondents were Hispanic or Latino (11 percent of the sample), 52 respondents were Asian-American or Pacific Islander (10 percent of the sample), 9 were American Indian (2 percent of the sample), and 20 were of mixed race, checking off more than one category (4 percent of the sample).

Table 4.1. Characteristics of the Sample

	Number	Percent
Age		
<30	53	10.6
31-40	134	26.8
41-50	191	38.2
51-60	103	20.6
>60	19	3.8
Race/Ethnicity and Sex		
Women of Color	159	31.9
Men of Color	49	9.8
White Women	204	41.0
White Men	86	17.3
People with Disabilities	18	3.7
Gay/Lesbian/Bisexual		
Heterosexual Female	298	60.3
Gay Female	63	12.8
Heterosexual Male	88	17.8
Gay Males	45	9.1
Education		
Less than BA	32	6.4
College Graduate	111	22.2
Some Graduate School	49	9.8
Graduate Degree	307	61.5
Family Status		
Married	253	51.3
Child at Home	170	34.4
English Not First Language	65	13.0
Languages Spoken		
One	258	52.7
Two	177	36.1
Three or More	55	11.2
Board Member	146	29.8
Income from Assets		
< \$2,500	169	37.3
\$2,500-\$9,999	102	22.5
\$10,000-\$49,000	104	23.0
\$50,000-\$99,999	40	8.8
\$100,000+	38	8.4
Professional Experience		
< 10	113	23.1
11-20	181	36.9
21-30	153	31.2
31+	43	8.8
Founded By Family/Self	12	3.7

Only 18 persons (3.7 percent of the sample) identified themselves as having a “physical or mental health condition substantially limiting one or more life activity.” This is unfortunate, as it impeded our ability to do a detailed analysis of people with disabilities. This small response may reflect the unwillingness on the part of many to admit to any limitation. One or two respondents did volunteer that they were “getting old,” however.

Twenty-one percent of the sample (108 people) identified as gay, lesbian, or bisexual. Sixty-three of these individuals were women (13 percent of the entire sample) and 45 were men (9 percent of the sample). The vast majority of those identifying as gay, lesbian, or bisexual indicated that their colleagues and supervisors knew of their sexual orientation.

Table 4.1 also indicates that the sample is a very educated group: 62 percent had a graduate degree and another ten percent had some graduate school. Only six percent did not have a college degree. Almost half of the sample spoke more than one language. The level of education among respondents was striking in its consistency. Most respondents were quite well educated. In recent years, education has become an increasingly important determinant of success in the working world. Philanthropy is certainly an “elite” institution, and the high level of education among the respondents reflects this status. In an effort to capture a class dimension of the sample, the survey included a question about the type of school respondents had attended – private, parochial, or public. Significantly, race made little difference; most were well educated, and many from all races had attended private colleges and universities.

In a different attempt to capture “class” issues, respondents were asked to indicate how much in earnings they received from assets in the previous year. It was assumed that most people would know this, since this information usually has to be reported on tax forms. Among the foundation employees surveyed, very few could be characterized as wealthy, however. Only 17 percent earned more than \$50,000 on their assets. (Assuming a 10 percent return on assets, a \$50,000 return is equivalent to an asset base of \$500,000.) Most of the sample earned less than \$10,000 on assets (equivalent to an asset base of \$100,000).

In addition, only twelve people in the sample indicated that they belonged to the family that founded their foundation, although 96 in the sample worked in a family foundation. This is another indicator that class distinctions were not prevalent in this sample.

These results suggest that to the extent that there is wealth in foundations, it is most likely to be found on foundation boards rather than among staff. Thirty percent of the sample did serve on foundation boards as well; however, many may have done so as CEO of their institution.

Approximately half of the respondents indicated that they were married and a third had a child under 18 years old at home. Eighty-seven percent indicated that English was their first language.

Job Characteristics

Table 5.1 presents job characteristics for those who were currently working in a foundation at the time of the survey. Table 5.2 presents job characteristics by sex and race and Table 5.3 presents job characteristics by sex and sexual orientation. In the tables showing differences by race or sexual orientation, chi-square tests of statistical significance were applied. These tests allow us to gauge the likelihood that the results obtained are due to chance. A lower likelihood means a more robust finding, from a statistical point of view. Three stars by the heading indicates statistical significance at a one percent level, two stars represents statistical significance at a 5 percent level, one star, at a 10 percent level. The lower the level, the higher the confidence we can have that the effect is real and not due to chance.

Table 5.1. Job Characteristics		
	Number	Percent
Foundation Type		
Community	74	16.8
Corporate	39	8.9
Family	96	21.8
Independent	115	26.1
Operating	20	4.6
Public	69	15.7
Other	27	6.1
Foundation Assets		
<\$1 Million	48	11.2
\$1-\$9.9 Million	77	18.0
\$10-\$49.9 Million	74	17.3
\$50-\$99.9 Million	38	8.9
\$100-\$249.9 Million	52	12.2
\$250 Million	139	32.5
Region		
Northeast	144	33.5
Midwest	97	22.6
South	65	15.1
West	124	28.8
Occupation		
CEO	125	28.3
Vice President	30	6.8
Assistant VP	49	11.1
Program Officer	165	37.4
Research Professional	9	2.0
Other Finance	8	1.8
Other Professional	49	11.1
Administrative Assistant	6	1.4

Salary		
<=\$49,999	141	32.4
\$49,999-\$69,999	120	27.6
\$70,000-\$99,999	99	22.8
\$100,000+	75	17.2
Time in Current Foundation		
<=2 Years	189	37.8
2-5 Years	120	24.0
5-10 Years	125	25.0
>10 Years	66	13.2
Fulltime	394	88.9
Hear About Job		
Friend	61	19.6
Colleague	55	17.7
School Counselor/Placement Office	5	1.6
Professional Association	9	2.9
Recruited by Foundation	107	34.1
Search Firm	17	5.5
Newspaper/Newsletter	48	15.4
Family	8	2.6
Started by Family Member	5	3.7
Other	41	13.2
Other Field (Not Currently in Foundation)		
Affinity Group	12	25.0
Other Philanthropic	4	8.3
University/Research	5	10.4
Other Nonprofit	17	35.4
Government	2	4.2
For-profit	8	16.7

Almost half of the respondents in the sample worked in independent and family foundations (26 and 22 percent respectively). Community and public foundations had the next highest numbers, followed by public and operating foundations. Some respondents listed their foundation in the “other” category. Most of these were funding federations (such as the United Way or Black United Way) or faith-based foundations.⁹

Almost one third of respondents were in large foundations (more than \$250 million in assets). Twenty percent were in relatively small foundations with less than \$10 million in assets. A third of the sample lived in the Northeast, followed by the West (29 percent), the Midwest (23 percent) and the South (15 percent).

A large number of CEOs are in the sample (28 percent), although it should be kept in mind that many of these CEOs are in small foundations with small staffs. The largest occupational category, of course, is program officer (37 percent of the sample). Eighteen percent are in senior staff positions (vice president or assistant vice president).

Two thirds of the sample earn more than \$50,000 per year and almost two thirds have been in their current foundation for more than two years. However, this still leaves a

considerable proportion of the sample, the remaining one-third, with little experience in their current foundation and relatively low salaries.

Almost ninety percent of those in the sample were working full-time. When asked how they heard about their current job, 34 percent said they were directly recruited by the foundation. Another 36 percent heard about the job from a friend or colleague. Fifteen percent were recruited by a search firm.

Table 5.1 also gives information on the 48 persons who were not current foundation employees. Thirty-three percent of these were working for an affinity group or other philanthropic organization, ten percent were in a university environment, thirty-five percent were working for another nonprofit, four percent were in government, and 17 percent were in the private sector. So these former foundation employees were able to move into a variety of venues.

Table 5.2 indicates significant differences when these same variables are examined by race and sex. Men of color are more likely to be employed in foundations that are large in terms of assets and in independent or community foundations. Women of color are also more likely to be employed in large foundations, but have a broader distribution by foundation type. Whites tend to be more evenly distributed by foundation assets and foundation type, except that white women are less likely than the other three groups to be found in foundations with more than \$250 million in assets. All of these differences are statistically significant. They also mirror our findings from analyzing Council on Foundations data.

Table 5.2. Job Characteristics by Sex and Race/Ethnicity				
	Women of Color	Men of Color	White Women	White Men
Foundation Type**				
Community	18.6	22.5	17.8	8.2
Corporate	12.1	12.5	4.9	11.0
Family	16.4	12.5	23.2	34.3
Independent	25.7	35.0	23.8	27.4
Operating	5.0	7.5	3.8	4.1
Public	18.6	2.5	17.8	12.3
Other	3.6	7.5	8.7	2.7
Foundation Assets***				
<\$1 Million	10.0	5.1	15.3	6.7
\$1-\$9.9 Million	18.5	10.3	21.9	10.8
\$10-\$49.9 Million	11.5	12.8	22.4	16.2
\$50-\$99.9 Million	6.9	7.7	8.2	14.9
\$100-\$249.9 Million	6.9	12.8	15.3	13.5
\$250 Million	46.2	51.3	16.9	37.8
Region				
Northeast	34.1	36.8	34.1	30.1
Midwest	16.3	34.2	23.1	26.0
South	13.3	10.5	17.6	13.7
West	36.3	18.4	25.3	30.1

Occupation***				
CEO	14.4	17.5	38.4	34.7
Vice President	5.8	10.0	5.4	10.7
Assistant VP	11.5	15.0	10.8	9.3
Program Officer	50.4	42.5	29.7	30.7
Research Professional	0.7	5.0	1.1	4.0
Other Finance	2.2	2.5	2.2	0.0
Other Professional	13.0	7.5	11.4	9.3
Administrative Assistant	2.2	0.0	1.1	1.3
Salary***				
<=\$49,999	36.5	9.8	37.2	26.7
\$49,999-\$69,999	32.9	26.8	27.8	17.3
\$70,000-\$99,999	20.4	31.7	22.2	22.7
\$100,000+	10.2	31.7	12.8	33.3
Time in Current Foundation***				
<=2 Years	49.7	40.8	29.9	32.6
2-5 Years	21.4	30.6	28.9	14.0
5-10 Years	20.8	18.4	26.5	33.7
>10 Years	8.2	10.2	14.7	19.8
Fulltime***	93.6	92.5	82.3	94.7
Hear About Job				
Personal Contacts	39.8	27.6	38.0	42.9
Foundation	37.1	38.7	29.8	37.7
Formal Contacts	26.1	37.9	25.4	16.7
Other Field (Not Currently in Foundation)				
Affinity Group	13.3	12.5	23.5	62.5
Other Philanthropic	0.0	12.5	11.8	12.5
University/Research	13.3	25.0	5.9	0.0
Other Nonprofit	53.3	37.5	23.5	25.0
Government	0.0	12.5	5.9	0.0
For-profit	20.0	0.0	29.4	0.0
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

In Table 5.3, showing differences by sex and sexual orientation, women (whether gay or straight) are less likely than men to be in the larger foundations. Heterosexual men are more likely than the other three groups to be in family foundations, however. Gay women are less likely than the other three groups to be in independent foundations and more likely to be in public foundations. All of these differences are statistically significant.

Table 5.3. Job Characteristics by Sex and Sexual Orientation

	Hetero. Women	Gay Women	Hetero. Men	Gay Men
Foundation Type**				
Community	16.6	25.9	10.0	17.1
Corporate	7.6	8.6	7.1	19.5
Family	21.9	13.8	31.4	19.5
Independent	27.2	12.1	30.0	29.3
Operating	4.2	5.2	7.1	2.4
Public	15.5	29.3	8.6	9.8
Other	7.2	5.2	5.7	2.4
Foundation Assets***				
<\$1 Million	11.8	19.6	7.3	4.8
\$1-\$9.9 Million	20.0	25.0	13.0	7.1
\$10-\$49.9 Million	17.3	23.2	13.0	16.7
\$50-\$99.9 Million	8.2	5.4	13.0	11.9
\$100-\$249.9 Million	13.3	5.4	13.0	14.3
\$250 Million	29.4	21.4	40.6	45.2
Region				
Northeast	30.9	44.6	29.9	38.1
Midwest	22.0	14.3	29.9	26.2
South	18.2	7.1	14.9	9.5
West	29.0	33.9	25.4	26.2
Occupation*				
CEO	29.4	24.6	37.1	16.3
Vice President	4.9	5.3	11.4	9.3
Assistant VP	10.2	14.0	7.1	18.6
Program Officer	37.4	43.9	34.3	32.6
Research Professional	1.5	0.0	4.3	4.7
Other Finance	1.9	3.5	1.4	0.0
Other Professional	13.6	5.3	4.3	16.3
Administrative Assistant	1.1	3.5	0.0	2.3
Salary***				
<=\$49,999	33.2	55.4	13.9	32.6
\$49,999-\$69,999	31.3	25.0	20.8	18.6
\$70,000-\$99,999	22.8	14.3	30.6	18.6
\$100,000+	12.7	5.4	34.7	30.2
Total Years Working in Foundations**				
<= 2 Years	20.8	28.6	14.8	15.6
2-5 Years	21.8	34.9	14.8	24.4
5-10 Years	32.2	15.9	34.1	31.1
>10 Years	25.2	20.6	36.4	28.9
Fulltime				
	86.8	87.9	92.9	95.4
Hear About Job				
Personal Contacts	40.0	29.7	37.5	35.7
Foundation	32.8	29.0	44.6	25.0
Formal Contacts	24.2	32.4	22.2	27.6
Other Field (Not Currently in Foundation)				
Affinity Group	11.1	60.0	28.6	100.0
Other Philanthropic	3.7	20.0	14.3	0.0
University/Research	11.1	0.0	14.3	0.0
Other Nonprofit	44.4	0.0	35.7	0.0
Government	3.7	0.0	7.1	0.0
For-profit	25.9	20.0	0.0	0.0
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

Although differences exist in these tables by region, none are statistically significant. There are statistically significant differences for occupation and salary, however. Notably, whites are more than twice as likely than people of color to be CEOs and people of color are more likely than whites to be program officers, particularly women of color. People of color have made inroads (relative to whites) in senior staff positions, particularly men of color. In terms of salary, men of color are the most likely to be making more than \$70,000 a year. This may reflect their concentration in the larger, better-paying foundations. Women of color are less likely than the other three groups to be making over \$70,000 per year, **in spite of** their concentration in the larger foundations.

When examining differences by sex and sexual orientation, heterosexual men are more likely than the other three groups to be CEOs. Gay women are more likely than the other three groups to be program officers. These differences are only marginally significant statistically, however, at the 10 percent level. Differences in salaries are highly significant, however. Women (gay and straight) are less likely than men to make more than \$70,000 a year. Gay women make less than straight women and gay men make less than straight men.

Differences in time spent in the current job are also very important. Women and men of color are much more likely than white men and women to have been in their foundation for less than two years, especially women of color. Gay women are more likely than those in the other three groups to have been in their foundation less than two years. Gay men are about as likely as straight men to have been in their foundation 5 to 10 years or more. This result may reflect an infusion or expansion of new people of color or gay women in the foundation setting; or it may be reflective of higher turnover in these groups, resulting in relatively few who accumulate long years of experience in the foundation. The latter is more likely since there is little evidence of large infusions of nonwhites, at least, into the foundation world over the past five years or so. In addition, white women were slightly less likely than those in other groups to work full-time. This may reflect their concentration in smaller foundations. No statistically significant differences were found in this variable by sexual orientation.

Differences in how respondents learned about their jobs were not statistically significant. All of those answers having to do with finding jobs by personal contacts were collapsed into one category, while all of those using more formal means were collapsed into another. Direct recruitment by the foundation stood alone. Nevertheless, differences by race and sex were not significant; nor were differences by sexual orientation.

There were no statistically significant differences in the types of jobs held by those no longer working in foundations by sex and race, or by sexual orientation.

Responsibilities

While many of the differences indicated in the previous section are of interest, the relatively “flat” structure of foundations often hides large differences that may exist within occupational categories. Broad categories such as “program officer” may entail very different levels of responsibilities in different institutions. This section attempts to explore these differences.

Respondents were asked a number of questions regarding promotions, increased responsibilities, and their involvement in various foundation activities. Table 6.1 shows job responsibilities for the entire sample. Over half the sample indicate that they have **never** been promoted. This is not surprising given the relatively flat structure of foundations, with a large number of professionals in the program officer position. It may also reflect the large number of small foundations in this sample.

Respondents were also asked about changes in their responsibilities, which can occur whether or not they are promoted. Most in the sample experienced significant changes in the number and range of assignments they were given. Approximately forty percent acknowledged increases in the difficulty of their assignments and in the latitude they were given in decision-making. Smaller percentages felt that they experienced increases in financial or supervisor responsibilities.

Table 6.1. Responsibilities		
	Number	Percent
How Often Promoted		
Never	245	56.8
Once	112	26.0
Twice	49	11.4
Three+	25	5.8
CHANGE IN RESPONSIBILITIES		
Increase in Number/Range of Assignments		
Significant	246	55.9
Some	132	30.0
No	30	6.8
NA	32	7.3
Increase in Difficulty of Assignments		
Significant	177	40.9
Some	176	40.7
No	47	10.9
NA	33	7.6
Increase in Financial Responsibilities		
Significant	145	33.5
Some	135	31.2
No	99	22.9
NA	54	12.5

Increase in Supervisor Responsibilities		
Significant	125	29.1
Some	134	31.2
No	106	24.7
NA	65	15.1
Increase in Latitude in Decision-making		
Significant	168	38.7
Some	170	39.2
No	63	14.5
NA	33	7.6
INVOLVED IN DECISIONS IN THE FOLLOWING AREAS		
Overall Governance		
Never	107	24.2
Occasionally	104	23.5
Often	87	19.7
Always	143	32.4
NA	1	0.2
Grantmaking		
Never	24	5.4
Occasionally	48	10.9
Often	93	21.0
Always	275	62.2
NA	2	0.5
Hiring		
Never	65	14.8
Occasionally	117	26.6
Often	92	20.9
Always	157	35.7
NA	9	2.1
Program-Related Investments		
Never	153	35.8
Occasionally	61	14.3
Often	45	10.5
Always	104	24.4
NA	64	15.0

When asked about what areas in decision-making they were involved in, most were always involved in grantmaking decisions, as expected. But only a third admitted to being always involved in governance decisions and only 36 percent were always involved in hiring decisions. Only 24 percent were always involved in decisions involving program-related investments, but many foundations do not undertake this activity.

When examining these variables by race (Table 6.2) or sexual orientation (Table 6.3) some interesting patterns emerge. Almost no statistically significant differences appear when examining promotions or changes in responsibilities. Only increase in the difficulty of assignments is significant (at the 10 percent level) when examining differences by sex and race. Interestingly, men of color are less likely to report significant increases in the difficulty of their assignments. Only promotions are statistically significant when exploring

differences by sexual orientation. Gay women and heterosexual men are more likely to report never being promoted. A perusal of the data suggests that their reasons for not being promoted are probably different, however; heterosexual men are less likely to be promoted because they are more likely to be CEOs with nowhere to be promoted to, whereas gay women are more likely to be in lower-level positions that could potentially be open to promotion.

Table 6.2. Responsibilities by Sex and Race/Ethnicity

	Women of Color	Men of Color	White Women	White Men
How Often Promoted				
Never	55.9	65.0	55.1	58.7
Once	27.9	32.5	24.7	21.3
Twice	11.8	2.5	12.9	12.0
Three+	4.4	0.0	7.3	8.0
CHANGE IN RESPONSIBILITIES				
Increase in Number/Range of Assignments				
Significant	57.9	44.7	54.1	62.7
Some	31.4	36.8	28.7	28.0
No	6.4	5.3	7.6	6.7
NA	4.3	13.2	9.7	2.7
Increase in Difficulty of Assignments*				
Significant	42.8	26.3	40.1	48.0
Some	41.3	52.6	39.0	37.0
No	11.6	5.3	11.0	12.3
NA	4.4	15.8	9.9	2.7
Increase in Financial Responsibilities				
Significant	36.7	27.0	29.5	40.3
Some	30.9	37.8	31.7	27.8
No	22.3	18.9	24.0	23.6
NA	10.1	16.2	14.8	8.3
Increase in Supervisor Responsibilities				
Significant	27.7	23.7	30.4	31.9
Some	31.4	29.0	27.1	41.7
No	26.3	31.6	23.8	20.8
NA	14.6	15.8	18.8	5.6
Increase in Latitude in Decision-making				
Significant	32.6	41.0	40.0	46.6
Some	44.2	35.9	36.3	38.4
No	18.8	10.3	13.2	12.3
NA	4.4	12.8	10.4	2.7
INVOLVED IN DECISIONS IN THE FOLLOWING AREAS				
Overall Governance***				
Never	38.9	25.0	13.4	22.7
Occasionally	28.1	32.5	20.4	18.7
Often	15.1	15.0	25.8	16.0
Always	18.0	27.5	39.8	42.7
NA	0.0	0.0	0.5	0.0

Grantmaking				
Never	7.9	2.6	5.4	2.7
Occasionally	10.0	18.0	8.1	14.7
Often	21.4	23.1	19.9	22.7
Always	60.0	56.4	66.1	60.0
NA	0.7	0.0	0.5	0.0
Hiring***				
Never	20.9	22.5	10.3	10.8
Occasionally	35.3	27.5	18.9	29.7
Often	25.2	22.5	19.5	16.2
Always	18.0	27.5	47.6	41.9
NA	0.7	0.0	3.8	1.4
Program-Related Investments**				
Never	44.9	37.8	29.8	31.9
Occasionally	17.4	27.0	10.1	12.5
Often	12.3	8.1	9.6	11.1
Always	16.7	21.6	28.1	30.6
NA	8.7	5.4	22.5	13.9

When exploring differences in types of decision-making, there are many more statistically significant results. Women of color are much more likely than those in the other three groups to report that they are **never** involved in governance decisions. Interestingly, white women are least likely to report **never** being involved in governance decisions. Men and women of color are more likely to report **never** being involved in hiring decision and program-related investment decisions.

When exploring differences in types of decision-making by sexual orientation, there are relatively few statistically significant differences, however. Interestingly, the only significant result is found with regard to grantmaking. Heterosexual men and women are more likely than gay men and women to report **always** being involved in grantmaking. The reasons for this result are not clear.

Table 6.3. Responsibilities by Sex and Sexual Orientation				
	Hetero. Women	Gay Women	Hetero. Men	Gay Men
How Often Promoted**				
Never	54.3	62.5	71.4	41.9
Once	26.6	25.0	22.9	30.2
Twice	13.3	5.4	2.9	18.6
Three+	5.9	7.1	2.9	9.3
CHANGE IN RESPONSIBILITIES				
Increase in Number/Range of Assignments				
Significant	56.6	48.3	50.0	67.4
Some	29.4	32.8	30.9	30.2
No	7.6	5.2	8.8	2.3
NA	6.4	13.8	10.3	0.0

Increase in Difficulty of Assignments				
Significant	40.8	37.5	28.8	58.1
Some	40.5	41.1	47.0	34.9
No	11.8	8.9	12.1	7.0
NA	6.9	12.5	12.1	0.0
Increase in Financial Responsibilities				
Significant	31.9	31.6	33.9	40.5
Some	30.0	38.6	29.2	31.0
No	25.5	14.0	24.6	19.1
NA	12.6	15.8	12.3	9.5
Increase in Supervisor Responsibilities				
Significant	27.7	32.1	21.2	40.5
Some	29.2	30.4	40.9	31.0
No	26.9	16.1	25.8	23.8
NA	16.2	21.4	12.1	4.8
Increase in Latitude in Decision-making**				
Significant	39.1	24.6	38.8	55.8
Some	37.2	50.9	37.3	34.9
No	16.9	10.5	13.4	9.3
NA	6.9	14.0	10.5	0.0
INVOLVED IN DECISIONS IN THE FOLLOWING AREAS				
Overall Governance				
Never	25.3	22.4	17.1	32.6
Occasionally	23.4	22.4	22.9	25.6
Often	20.4	25.9	14.3	18.6
Always	30.9	27.6	45.7	23.3
NA	0.0	1.7	0.0	0.0
Grantmaking**				
Never	5.3	10.3	1.5	4.7
Occasionally	9.0	10.3	10.1	25.6
Often	19.6	25.9	17.4	30.2
Always	65.8	51.7	71.0	39.5
NA	0.4	1.7	0.0	0.0
Hiring				
Never	15.5	12.1	10.1	20.9
Occasionally	25.8	25.9	24.6	37.2
Often	20.5	29.3	21.7	14.0
Always	36.7	25.9	42.0	27.9
NA	1.5	6.9	1.5	0.0
Program-Related Investments				
Never	37.5	34.6	31.8	39.0
Occasionally	12.4	16.4	16.7	17.1
Often	10.0	14.6	9.1	12.2
Always	25.1	12.7	31.8	19.5
NA	15.1	21.8	10.6	12.2

Interaction with Others

Success in the foundation world, as in any professional context, depends on the establishment of good, working relationships with others. This section explores various dimensions of connectedness: interactions with the foundation's board of trustees, collaborations with colleagues, socializing, and mentoring.

Table 7.1 summarizes these variables for the entire sample. Most of the sample indicated that they had had interactions with their organization's board. They attended board meetings, made presentations to the board, and had ongoing contacts with board members outside of meetings. Many fewer respondents indicated that they ran board meetings or had a board member for a friend.

Most in the sample said they often collaborated with foundation colleagues in the same field within their own foundations (77 percent). A smaller number (53 percent) often collaborated across fields within their foundation; and slightly less often collaborated with colleagues outside their foundation. About 38 percent said they socialized with foundation colleagues 6 to 12 or more times a year.

About 55 percent of the sample indicated that someone served as a mentor to them within the field of philanthropy. Of those who had mentoring, only half described their most important mentor as very or enormously influential in the field. Of those who had mentoring, only half described their most important mentor as very or enormously influential in promoting them professionally. So while a little more than half of the respondents had mentors, only a quarter of respondents reported what we might consider a high quality mentoring relationship.

Table 7.1. Interaction With Others

	Number	Percent
Interactions With the Board		
Never interact with the board	41	9.2
Attend board meetings	336	75.3
Make presentations to the board	326	73.1
Help organize board meeting	256	57.4
Run board meetings	77	17.3
Ongoing contact with board member(s) outside of meetings	279	62.6
One or more board member is a friend	180	40.4
Other board interaction	60	13.5
Collaborate with Foundation Colleagues in Same Field		
Never	6	1.5
Rarely	9	2.1
Occasionally	53	12.6
Often	325	77.0
NA	29	6.9

Collaborate with Foundation Colleagues in Different Fields		
Never	11	2.6
Rarely	32	7.6
Occasionally	126	30.0
Often	222	52.9
NA	29	6.9
Collaborate with Colleagues Outside Foundation		
Never	10	2.3
Rarely	41	9.4
Occasionally	178	40.7
Often	207	47.4
NA	1	0.2
How Often Socialize with Other Foundation Professionals		
Never	22	5.0
1-2 Times	98	22.2
3-6 Times	153	34.6
6-12 Times	95	21.5
12+ Times	74	16.7
Ever Had a Mentor in Philanthropy		
No	224	45.1
Yes	273	54.9
Number of Mentors		
None	224	45.3
<= 2	183	37.0
> 2	87	17.6
How Influential Most Important Mentor in Philanthropy		
Not Influential	15	5.5
Somewhat Influential	118	43.1
Very Influential	99	36.1
Enormously Influential	42	15.3
How Influential Most Important Mentor in Promoting You Professionally		
Not Influential	35	12.9
Somewhat Influential	106	39.0
Very Influential	97	35.7
Enormously Influential	34	12.5

Tables 7.2 and 7.3 explore differences in interaction by sex and race, and by sex and sexual orientation. Women of color are more likely than those in the other groups to indicate that they never interact with the board, and are less likely to indicate that they attend board meetings, make presentations to the board, or to consider one or more board member a friend. Both men and women of color are less likely to indicate that they help organize board meetings, run board meetings, or have ongoing contact with board members outside of meetings. All of these results are statistically significant.

While both white women and women of color are less likely to indicate often collaborating with colleagues in the same foundation, in the same field, and tend to socialize less often than men, these results are not statistically significant. Women of color are less likely than those in the other three groups to often collaborate with colleagues in different

fields in the same foundation or outside the foundation, but only the former is statistically significant. Similarly, a statistically significant result was found by sex and sexual orientation in regards to often collaborating across fields in the same foundation, in this case gay women being less likely to do so.

Table 7.2. Interaction With Others by Sex and Race/Ethnicity

	Women of Color	Men of Color	White Women	White Men
Interactions With the Board				
Never interact with the board**	15.0	7.3	4.8	10.5
Attend board meetings***	60.0	82.9	86.6	72.4
Make presentations to the board***	60.0	75.6	81.8	75.0
Help organize board meeting***	40.7	46.3	70.1	63.2
Run board meetings***	9.3	4.9	23.5	23.7
Ongoing contact with board member(s) outside of meetings***	47.9	51.2	75.4	64.5
One or more board member is a friend**	30.7	41.5	47.1	40.8
Collaborate with Foundation Colleagues in Same Field				
Never	1.5	0.0	1.7	1.4
Rarely	4.4	0.0	1.7	0.0
Occasionally	14.0	10.3	14.0	8.2
Often	77.2	87.2	73.3	80.8
NA	2.9	2.6	9.3	9.6
Collaborate with Foundation Colleagues in Different Fields***				
Never	1.5	0.0	4.2	2.7
Rarely	11.0	2.5	8.3	2.7
Occasionally	41.6	45.0	20.8	21.9
Often	45.3	50.0	57.1	58.9
NA	0.7	2.5	9.5	13.7
Collaborate with Colleagues Outside Foundation				
Never	2.9	0.0	2.2	2.7
Rarely	13.7	5.1	6.6	10.7
Occasionally	47.5	46.2	38.5	32.0
Often	36.0	48.7	52.2	54.7
NA	0.0	0.0	0.5	0.0
How Often Socialize with Other Foundation Professionals				
Never	3.6	4.9	4.9	8.0
1-2 Times	25.9	24.4	20.5	16.0
3-6 Times	33.8	24.4	38.4	33.3
6-12 Times	21.6	29.3	19.5	22.7
12+ Times	15.1	17.1	16.8	20.0
Ever Had a Mentor in Philanthropy				
No	45.9	40.8	42.4	51.2
Yes	54.1	59.2	57.6	48.8
Number of Mentors				
None	46.2	40.8	42.8	51.2
<= 2	35.9	44.9	40.8	26.7
> 2	18.0	14.3	16.4	22.1

How Influential Most Important Mentor in Philanthropy				
Not Influential	4.7	10.3	4.3	7.0
Somewhat Influential	41.2	38.0	47.0	39.5
Very Influential	37.7	34.5	38.5	27.9
Enormously Influential	16.5	17.2	10.3	25.6
How Influential Most Important Mentor in Promoting You Professionally				
Not Influential	12.1	13.8	13.6	11.9
Somewhat Influential	32.5	34.5	44.1	40.5
Very Influential	38.6	44.8	29.7	40.5
Enormously Influential	16.9	6.9	12.7	7.1
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

No statistically significant differences were found by race or sexual orientation in terms of mentoring relationships. Unlike the table by race, no differences were found by sexual orientation in any of the other variables measuring interaction with others, except for the one mentioned in the previous paragraph. Thus the primary differences in interaction are defined by race and sex, with women of color having the least amount of interaction with others.

Table 7.3. Interaction With Others by Sex and Sexual Orientation

	Hetero. Women	Gay Women	Hetero. Men	Gay Men
Interactions With the Board				
Never interact with the board	9.7	6.9	5.6	16.3
Attend board meetings	76.0	69.0	79.2	69.8
Make presentations to the board	72.3	72.4	81.9	65.1
Help organize board meeting	59.9	46.6	59.7	53.5
Run board meetings	17.6	17.2	19.4	11.6
Ongoing contact with board member(s) outside of meetings	64.8	55.2	65.3	51.2
One or more board member is a friend	40.8	37.9	44.4	34.9
Collaborate with Foundation Colleagues in Same Field				
Never	1.6	1.8	1.4	0.0
Rarely	2.4	5.3	0.0	0.0
Occasionally	13.6	14.0	7.1	12.5
Often	75.6	71.9	82.9	82.5
NA	6.8	7.0	8.6	5.0
Collaborate with Foundation Colleagues in Different Fields				
Never	2.8	3.6	1.4	2.5
Rarely	10.1	7.3	4.2	0.0
Occasionally	28.2	36.4	28.2	35.0
Often	52.8	47.3	54.9	57.5
NA	6.1	5.5	11.3	5.0

Collaborate with Colleagues Outside Foundation**				
Never	1.9	5.3	1.4	2.4
Rarely	10.3	5.3	2.9	19.1
Occasionally	40.5	50.9	41.4	31.0
Often	47.3	36.8	54.3	47.6
NA	0.0	1.8	0.0	0.0
How Often Socialize with Other Foundation Professionals				
Never	3.8	6.9	5.6	9.3
1-2 Times	23.9	20.7	16.9	20.9
3-6 Times	36.0	39.7	33.8	23.3
6-12 Times	19.3	22.4	28.2	20.9
12+ Times	17.1	10.3	15.5	25.6
Ever Had a Mentor in Philanthropy				
No	43.9	45.2	46.6	48.9
Yes	56.1	54.8	53.4	51.1
Number of Mentors				
None	44.1	46.7	46.6	48.9
<= 2	37.0	45.0	36.4	26.7
> 2	19.0	8.3	17.1	24.4
How Influential Most Important Mentor in Philanthropy				
Not Influential	3.6	8.8	12.5	0.0
Somewhat Influential	44.6	47.1	39.6	39.1
Very Influential	38.0	35.3	31.3	30.4
Enormously Influential	13.9	8.8	16.7	30.4
How Influential Most Important Mentor in Promoting You Professionally				
Not Influential	12.1	17.7	17.0	4.4
Somewhat Influential	37.0	50.0	40.4	34.8
Very Influential	35.8	23.5	38.3	47.8
Enormously Influential	15.2	8.8	4.3	13.0
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

Grantmaking

This section deals with respondents' actual experiences with grantmaking. Many foundation employees assess their professional success in terms of their ability to get their funding recommendations accepted and approved and in terms of the confidence placed in their funding decisions by the foundation hierarchy. The amount of funding may not be the only issue, however. The range of grantmaking opportunities may also be important. If foundation employees are focused on a small number of fields, this may restrict their ability to present themselves as grantmaking "generalists" and inhibit their ability to create careers in philanthropy.

Tables 8.1 to 8.3 present data on grantmaking experiences. To allow for meaningful comparison, these questions were restricted to those respondents who had been making grants for their foundation for at least 18 months. This criterion reduces the potential

respondents for these questions to 309. Forty percent of this sub-sample gave less than half a million in grants in the previous year, reflecting the large number of small foundations in the sample. Nevertheless, a quarter of the sub-sample gave more than three million in the year prior to the survey. Forty percent also had the authority to give grants on their sole discretion. Again, this likely reflects the high proportion of respondents working for small foundations.

The next set of questions asked how much time grantmakers spent addressing the needs of particular communities or issues affecting these communities. What is most interesting about these results is the relatively large percentage of people who indicated spending no time on issues affecting American Indians, Asians, people with disabilities and gays and lesbians. Relatively few indicated spending no time on issues affecting blacks, Latinos, or women and girls. Clearly, certain identity groups have achieved a higher level of visibility and programmatic engagement within philanthropy.

Respondents were asked to check off from a list their field or priority area. The answers for the entire sample are available in Table 8.1. Advocacy/community organizing was checked most often, followed by women and girls, environmental issues, social justice, people of color, community development and education. This indicates an agenda heavily oriented to social action for those in the sample.

Respondents were asked if their grantmaking decisions had ever been overruled by foundation staff, by the CEO, or by the board. They were also asked whether being overruled was ever a consideration in making grant decisions. Almost half indicated **never** being overruled by staff or by the board, a smaller percent indicated **never** being overruled by the CEO.

Fifty-three percent indicated that concern about being overruled was a consideration in making grant decisions. In addition, respondents were asked if they had particular concerns about being overruled in funding specific program areas or specific groups. This was an open-ended question that attempted to discern if professionals felt the need to censor themselves with respect to certain program areas. Most respondents did not answer this question, but among those that did the following answers were written in:

advocacy or lobbying	12 respondents
specific ethnic groups or racial diversity in general	10 respondents
lesbian and gay issues	10 respondents
grassroots organizations	5 respondents
pro-choice/planned parenthood/abortion	3 respondents
women	2 respondents
public engagement/democracy	2 respondents
disability issues	2 respondents
environmental issues	2 respondents

arts	2 respondents
particular geographic areas	2 respondents
men and boys	1 respondent
housing	1 respondent
technical assistance	1 respondent
hunger	1 respondent
religion	1 respondent
substance abuse	1 respondent

Foundation professionals may feel uncomfortable about funding some of these areas because they lay outside of the foundation's mission. But several of the most frequently written-in are responses are potentially controversial, and may be shunned for that reason.

Table 8.1. Grantmaking

	Number	Percent
Given Grants 18 Months or Longer		
Yes	309	69.4
No	126	28.3
Yes, Board Decides	10	2.3
How Much Given in New Grants		
<0.5 Million	120	39.6
0.5-1.5 Million	66	21.8
1.5-3.0 Million	45	14.9
3.0-5.0 Million	25	8.3
>5.0 Million	47	15.5
Authority to Give Discretionary Grants		
No	195	60.9
Yes	125	39.1
PERCENT OF TIME FOCUSED ON SPECIFIC GROUPS		
American Indians		
0%	90	35.4
<20%	130	51.2
21-40%	21	8.3
41-60%	6	2.4
>61%	7	2.8
Asians		
0%	84	32.8
<20%	124	48.4
21-40%	26	10.2
41-60%	9	3.5
>61	13	5.1
Blacks		
0%	31	11.7
<20%	106	40.2
21-40%	58	22.0
41-60%	36	13.6
>61	33	12.5

Hispanics		
0%	35	13.5
<20%	117	45.0
21-40%	62	23.9
41-60%	25	9.6
>61	21	8.1
Gays and Lesbians		
0%	85	34.3
<20%	114	46.0
21-40%	29	11.7
41-60%	9	3.6
>61	11	4.4
People with Disabilities		
0%	97	39.8
<20%	114	46.7
21-40%	15	6.2
41-60%	5	2.1
>61%	13	5.3
Women and Girls		
0%	42	15.6
<20%	111	41.1
21-40%	44	16.3
41-60%	22	8.2
>61	51	18.9
Field or Priority Area		
No priority area	67	21.3
Advocacy/Community Organizing	106	33.7
Aging	32	10.3
Arts/Music	54	17.4
Children	64	20.6
Civic affairs/Governance	52	16.6
Communications/Media	36	11.6
Community/Economic Development	82	26.3
Disability	44	14.2
Education	80	25.6
Environment/Conservation	85	27.1
Families/Family Policy	60	19.3
Health	70	22.6
Housing	55	17.6
International Economic Development	18	5.8
Law/Justice	32	10.3
Lesbian/Gay Issues	63	20.2
Minorities/People of Color	82	26.3
Peace	21	6.8
Poverty	71	22.7
Program-related Investments	27	8.7
Science/Technology	18	5.8
Social Justice	83	26.4
Social Services	48	15.5
Women/Girls	95	30.3
Youth	68	21.8
Other	59	19.1

Ever Overruled by Staff		
Never	141	48.5
Rarely	75	25.8
Occasionally	43	14.8
Often	1	0.3
NA	31	10.7
Ever Overruled by CEO		
Never	114	40.1
Rarely	93	32.8
Occasionally	36	12.7
Often	1	0.4
NA	40	14.1
Ever Overruled by Board		
Never	144	48.0
Rarely	107	35.7
Occasionally	46	15.3
Often	3	1.0
Being Overruled a Consideration		
Never	137	46.0
Occasionally	138	46.3
Often	19	6.4
NA	4	1.3

Table 8.2 explores these issues by race and sex. Men of color were the most likely to give grants in excess of \$3 million, followed by white men, and women. Again, this most likely reflects the concentration of men of color in the larger, richer foundations. These results are statistically significant. However, no statistically significant results were found for authority to give discretionary grants.

Table 8.2. Grantmaking by Sex and Race/Ethnicity				
	Women of Color	Men of Color	White Women	White Men
Given Grants				
18 Months or Longer				
Yes	62.9	70.7	74.7	69.7
No	35.7	24.4	23.1	27.6
Yes, Board Decides	1.4	4.9	2.2	2.6
How Much Given in New Grants***				
<0.5 Million	35.6	28.6	48.9	29.1
0.5-1.5 Million	25.3	10.7	22.6	20.0
1.5-3.0 Million	19.5	14.3	11.3	16.4
3.0-5.0 Million	5.8	25.0	6.8	7.3
>5.0 Million	13.8	21.4	10.5	27.3
Authority to Give Discretionary Grants				
No	60.0	60.0	63.2	57.1
Yes	40.0	40.0	36.8	42.9

PERCENT OF TIME FOCUSED ON SPECIFIC GROUPS				
American Indians				
0%	30.1	20.8	41.4	37.0
<20%	52.1	58.3	48.7	52.2
21-40%	11.0	8.3	8.1	4.4
41-60%	4.1	0.0	0.9	4.4
>61%	2.7	12.5	0.9	2.2
Asians***				
0%	21.3	16.0	44.0	34.0
<20%	46.7	60.0	46.8	48.9
21-40%	18.7	8.0	6.4	6.4
41-60%	6.7	4.0	0.0	6.4
>61	6.7	12.0	2.8	4.3
Blacks*				
0%	6.4	4.0	14.8	17.4
<20%	35.9	44.0	42.6	39.1
21-40%	24.4	12.0	22.6	21.7
41-60%	15.4	16.0	9.6	19.6
>61	18.0	24.0	10.4	2.2
Hispanics***				
0%	5.5	7.7	18.4	17.0
<20%	43.8	46.2	43.9	48.9
21-40%	24.7	11.5	26.3	23.4
41-60%	17.8	11.5	4.4	8.5
>61	8.2	23.1	7.0	2.1
Gays and Lesbians				
0%	34.2	31.8	33.0	38.6
<20%	43.4	50.0	44.3	52.3
21-40%	13.2	9.1	15.1	2.3
41-60%	4.0	9.1	2.8	2.3
>61	5.3	0.0	4.7	4.6
People with Disabilities				
0%	41.7	39.1	33.6	53.4
<20%	43.1	47.8	52.3	38.1
21-40%	5.6	8.7	6.5	4.8
41-60%	5.6	4.4	0.0	0.0
>61%	4.2	0.0	7.5	4.8
Women and Girls				
0%	18.0	12.5	12.9	20.5
<20%	37.2	45.8	38.7	52.3
21-40%	14.1	20.8	17.7	13.6
41-60%	9.0	4.2	7.3	11.4
>61	21.8	16.7	23.4	2.3
Field or Priority Area				
No priority area**	12.1	16.7	27.3	23.6
Advocacy/Community Organizing	42.1	37.9	31.5	23.6
Aging	12.5	6.9	10.0	9.3
Arts/Music	20.5	17.2	19.3	7.6
Children***	30.7	30.0	14.4	14.8
Civic affairs/Governance	20.5	20.7	14.1	14.8
Communications/Media	14.8	10.3	11.5	7.4
Community/Economic Development***	39.8	17.2	22.5	18.9
Disability	15.9	10.3	13.6	14.8

Education	31.8	36.7	21.8	18.9
Environment/Conservation***	19.3	6.9	29.6	43.6
Families/Family Policy**	28.4	26.7	14.4	13.0
Health**	29.6	13.8	22.3	16.7
Housing**	27.3	13.8	14.9	11.1
International Economic Development	4.6	3.5	5.8	9.3
Law/Justice	12.5	13.8	9.3	7.4
Lesbian/Gay Issues	25.0	17.2	17.7	20.4
Minorities/People of Color***	43.2	31.0	17.7	18.5
Peace	8.0	3.5	7.1	5.6
Poverty	27.3	24.1	21.8	16.7
Program-related Investments	10.2	6.9	7.1	11.3
Science/Technology	4.6	6.9	4.3	11.3
Social Justice	29.6	24.1	28.0	18.5
Social Services*	21.6	24.1	10.1	15.1
Women/Girls**	33.0	17.2	35.7	18.5
Youth	26.1	24.1	19.9	18.5
Other**	27.3	20.7	12.2	22.6
Ever Overruled by Staff***				
Never	47.1	46.4	51.6	44.4
Rarely	30.6	39.3	15.3	35.2
Occasionally	21.2	10.7	13.7	9.3
Often	0.0	0.0	0.8	0.0
NA	1.2	3.6	18.6	11.1
Ever Overruled by CEO***				
Never	39.8	38.5	42.3	36.5
Rarely	33.7	46.2	23.6	46.2
Occasionally	22.9	7.7	10.6	3.9
Often	0.0	0.0	0.8	0.0
NA	3.6	7.7	22.8	13.5
Ever Overruled by Board***				
Never	57.1	67.9	36.4	51.8
Rarely	27.4	32.1	37.9	44.6
Occasionally	15.5	0.0	23.5	3.6
Often	0.0	0.0	2.3	0.0
Being Overruled a Consideration				
Never	42.9	60.0	41.0	56.0
Occasionally	51.2	40.0	47.0	40.0
Often	6.0	0.0	9.7	2.0
NA	0.0	0.0	2.2	2.0
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

In regard to time spent serving specific communities, people of color were more likely than whites to spend significant portions of their time on issues or communities relevant to Asians, African Americans and Hispanics. However, no statistically significant differences were found with respect to American Indians, and results for blacks were only significant at the ten percent level. The result for American Indians seems to reflect the little time that is spent on issues affecting American Indians by people of color or whites.

The result for blacks reflects the attention given to blacks by whites as well as people of color.

In exploring field or priority area, many important differences are found by race and sex. People of color in the sample are less likely to indicate having no specific priority area and are more likely to be in fields emphasizing children, youth, families and family policy, social services, minorities and people of color. In addition, women of color are more likely to be involved in economic development, health and housing. Women of color and white women are more likely to indicate women and girls as a priority area.

People of color are less likely to indicate the environment as a priority area, particularly men of color. This may reflect the aforementioned “ghettoization” of people of color, as they are encouraged to focus on issues relating in a straightforward way to their communities of origin. While many communities of color are in fact affected by environmental racism, people of color are less likely to work on environmental issues. These results are statistically significant.

Women of color are more likely than those in the other groups to indicate that they occasionally have been overruled by staff and by the CEO and, along with white women, are more likely to indicate occasionally being overruled by the board. (Few indicate often being overruled.) White women and women of color are also more likely to indicate that being overruled is occasionally a consideration in making a grant. These results are statistically significant.

Table 8.3 shows differences by sexual orientation. Women generally are less likely to give more than \$3 million in grants than men; gay women are particularly less likely to do so. Differences found for grant giving were statistically significant.

Table 8.3. Grantmaking by Sex and Sexual Orientation				
	Hetero. Women	Gay Women	Hetero. Men	Gay Men
Given Grants				
18 Months or Longer				
Yes	70.3	63.8	75.0	65.1
No	28.2	32.8	20.8	32.6
Yes, Board Decides	1.5	3.5	4.2	2.3
How Much Given in New Grants***				
<0.5 Million	40.0	64.9	29.1	29.6
0.5-1.5 Million	24.4	18.9	23.6	0.0
1.5-3.0 Million	16.7	5.4	12.7	22.2
3.0-5.0 Million	7.2	2.7	14.6	11.1
>5.0 Million	11.7	8.1	20.0	37.0
Authority to Give Discretionary Grants				
No	63.0	61.5	48.2	75.9
Yes	37.0	38.5	51.8	24.1

PERCENT OF TIME FOCUSED ON SPECIFIC GROUPS				
American Indians				
0%	36.9	40.6	22.2	48.0
<20%	48.3	53.1	55.6	52.0
21-40%	10.1	6.3	8.9	0.0
41-60%	2.7	0.0	4.4	0.0
>61%	2.0	0.0	8.9	0.0
Asians				
0%	38.1	23.5	24.4	33.3
<20%	40.8	67.7	53.3	51.9
21-40%	12.9	5.9	6.7	7.4
41-60%	2.7	2.9	4.4	7.4
>61	5.4	0.0	11.1	0.0
Blacks				
0%	11.6	11.4	6.8	22.2
<20%	39.4	45.7	45.5	33.3
21-40%	21.9	25.7	20.5	14.8
41-60%	12.9	8.6	11.4	29.6
>61	14.2	8.6	15.9	0.0
Hispanics				
0%	14.0	11.8	10.6	19.2
<20%	43.3	50.0	51.1	42.3
21-40%	24.7	29.4	19.2	19.2
41-60%	8.7	8.8	6.4	15.4
>61	9.3	0.0	12.8	3.9
Gays and Lesbians**				
0%	38.4	14.7	45.0	23.1
<20%	40.4	55.9	50.0	53.9
21-40%	15.1	11.8	2.5	7.7
41-60%	2.1	8.8	0.0	11.5
>61	4.1	8.8	2.5	3.9
People with Disabilities				
0%	38.4	29.0	45.0	52.0
<20%	45.2	64.5	42.5	40.0
21-40%	6.2	6.5	7.5	4.0
41-60%	2.7	0.0	0.0	4.0
>61%	7.5	0.0	5.0	0.0
Women and Girls				
0%	14.7	16.2	11.6	28.0
<20%	39.3	35.1	58.1	36.0
21-40%	13.5	24.3	14.0	20.0
41-60%	8.6	5.4	7.0	12.0
>61	23.9	18.9	9.3	4.0
Field or Priority Area				
No priority area	21.7	18.4	19.3	25.0
Advocacy/Community Organizing	34.7	39.5	25.9	31.0
Aging*	9.6	18.9	3.7	17.2
Arts/Music***	17.1	34.2	3.7	25.0
Children	21.4	18.9	21.8	17.2
Civic affairs/Governance	16.4	15.8	14.8	20.7
Communications/Media	12.3	13.5	7.4	10.3
Community/Economic Development	29.1	31.6	20.4	14.3
Disability	12.2	27.0	13.0	13.8

Education	26.5	21.1	23.6	28.6
Environment/Conservation	25.9	26.3	37.0	17.2
Families/Family Policy	20.3	18.9	16.4	20.7
Health*	24.6	29.7	9.3	27.6
Housing	19.6	21.6	13.0	10.3
International Economic Development	4.8	8.1	7.4	6.9
Law/Justice	10.1	13.5	5.6	17.2
Lesbian/Gay Issues***	16.4	43.2	7.4	41.4
Minorities/People of Color	27.1	31.6	24.1	20.7
Peace**	5.9	16.2	1.9	10.3
Poverty	22.2	34.2	18.5	20.7
Program-related Investments	8.6	7.9	13.0	3.6
Science/Technology	4.3	5.4	9.3	10.7
Social Justice	27.4	36.8	18.5	24.1
Social Services	14.4	16.2	18.5	17.9
Women/Girls**	32.6	44.7	16.7	20.7
Youth	20.7	31.6	20.4	20.7
Other	18.2	13.5	24.1	17.9
Ever Overruled by Staff				
Never	48.8	52.9	38.5	58.6
Rarely	20.9	23.5	36.5	34.5
Occasionally	18.0	11.8	13.5	3.5
Often	0.6	0.0	0.0	0.0
NA	11.6	11.8	11.5	3.5
Ever Overruled by CEO*				
Never	36.8	62.5	35.4	41.4
Rarely	30.4	15.6	45.8	44.8
Occasionally	16.4	9.4	4.2	6.9
Often	0.6	0.0	0.0	0.0
NA	15.8	12.5	14.6	6.9
Ever Overruled by Board***				
Never	39.8	65.6	50.9	67.9
Rarely	37.0	18.8	45.5	32.1
Occasionally	22.1	12.5	3.6	0.0
Often	1.1	3.1	0.0	0.0
Being Overruled a Consideration**				
Never	39.8	54.3	52.9	67.9
Occasionally	49.7	40.0	45.1	28.6
Often	9.4	2.9	2.0	0.0
NA	1.1	2.9	0.0	3.6
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

There were also statistically significant differences in the program areas on which gays and lesbians focused. Not surprisingly, gays and lesbians spent more of their time focusing on issues affecting gays and lesbians, and were more likely to indicate this as a field or priority area. They were also more likely to indicate certain other priority areas, such as health and aging. Also, 45 percent of gay women indicated that women and girls was a

priority. A third of gay women and a quarter of gay men list arts and music as a priority area. This result is highly significant at the one percent level.

In regard to concerns about being overruled, gender and sexual orientation had overlapping effects. Overall, women were more likely than men to indicate occasionally being overruled by their CEO or board. Simultaneously, gay men were more likely than straight men, and lesbians were more likely than straight women, to report this concern. However, heterosexuals were more likely than gays to indicate that being overruled was a consideration in making a grant. All these results were statistically significant.

Summary

While these results came from a relatively small sample, from a relatively small number of affinity groups, some of the results are compelling, and suggest patterns worth remarking upon:

Women of color. Survey results indicate that women of color may have significant difficulties operating in the field. They earn less and give smaller grants, in spite of their concentration in larger foundations. They have less tenure in their foundations and are less likely to make it into senior staff and CEO positions. They are less likely to be involved in governance and hiring. They have fewer interactions with their boards and appear to collaborate with colleagues less often. They are more likely to report their funding decisions being overruled. On the positive side, they are more evenly distributed among different foundation types than men of color.

The reason for this pattern cannot be explored in detail with the available data, although the women of color in the sample do seem to have less overall professional experience than others. More in depth, qualitative interviews may be necessary, however, to tease out those elements that explain the particular challenges facing women of color in the field. The interviews reported in the other chapters in this collection indicate that special efforts such as training, diversity audits, and internal evaluation, particularly at the board level, can generate a more welcoming environment (see p. 92). Informal networks may also be helpful (p. 100).

Men of color. Men of color appear to be doing well. But in spite of their higher salaries and greater participation in grantmaking, they are not making it in large numbers into CEO positions. They are also highly concentrated in large, independent and community foundations. While these are prestigious positions, lack of access to opportunities in other philanthropic venues will severely limit the options of men of color who want to make careers in philanthropy. The nature and consequences of these limitations require further study. Similar suggestions as for women of color emerge from the qualitative interviews in this volume: training and informal networks can create a more welcoming environment.

White women. White women have made many gains in the field; they are the most highly represented identity group in the field. Our data indicate that they are most successful in the smaller foundations and have obtained many executive positions there. Nevertheless, the women in our sample still earned less than men and gave less in grants than the men in our sample. Like women of color, they were more likely to indicate their decisions being overruled and were more likely to be concerned about this.

In the past, studies have examined the consequences of the “crowding” of women in certain fields, such as nursing or teaching. The crowding of women sometimes results in the devaluation of the work in the field, with a concomitant downward pressure on wages. This may explain the lower wages for white women, in spite of their apparent success. This scenario requires further research and elaboration. White women grantmakers interviewed for this study did not necessarily emphasize lower wages or lack of authority, but they did focus on the challenges of incorporating diversity into their boards, staffs, or donor base (p. 90, p. 113, p. 117).

Gays and lesbians. While the study did not find the same number of differences by sexual orientation as was found by race, the results indicate some barriers to success. Gays and lesbians tended to earn less than heterosexuals and experienced less mobility into top positions. This was particularly true for lesbians. Gays and lesbians also appeared to be concentrated in certain fields, like the arts. What is not clear is whether gays and lesbians experience this concentration in certain fields as a problem for them. Further interviews could clarify this. In the one-on-one interviews conducted for this study, gay and lesbian respondents mentioned the challenges of fitting into foundation culture (p. 96, p. 131), as well as the benefits of expanding diversity efforts (p. 95).

There is clearly room for more research to identify the causes and consequences for some of these patterns. Nor is it clear from a simple data analysis whether these are issues endemic to foundations, or simply a manifestation of larger social and cultural dynamics. The answers to these broader questions also require more in-depth analysis than is possible in a review of survey findings.

Funding for certain groups. This analysis also suggests that funding for certain groups is not considered as important as funding for others. Many of the respondents said their work involved funding for blacks, Hispanics, and women. Fewer listed gays and lesbians, Asians, people with disabilities, and Native Americans, particularly the last of these. The reasons for these differences are not clear. They may reflect a lack of understanding about the issues facing these groups. They may reflect geographic differences. More research is needed in this area. The one-on-one interviews conducted for this study, along with write-in comments from survey respondents, suggest that regional differences may play a prominent role in shaping foundation priorities (p. 76, p. 111, p. 115). In addition, greater board diversity can shape funding priorities toward diverse communities (p. 117).

Perceptions and Comments

The previous sections have provided us with factual information about the status of diversity within philanthropic institutions. We have learned much about the backgrounds and practical experiences of grantmakers, but we have not yet explored their subjective perceptions of diversity and its meaning. This section focuses on those questions in the survey that asked respondents to comment on their careers in the field and the institutions that they work for. It examines responses to questions about previous foundation experience, career plans, and the help and assistance they may have received from affinity groups. It explores responses to questions about the effectiveness of their foundations. Finally, it presents some of the written comments that people added to the survey questionnaire.

Previous Experience and Career Plans

Table 9.1 presents overall data for the sample on previous foundation experience. Approximately 37 percent of the sample had worked in a foundation in their previous job. Since a small number of those answering this question were no longer in a foundation job, this may represent their only foundation experience. For most, this was their first foundation job. Since the number of foundation jobs one has had may be a function of age, the answer to this question was examined for those over 40 as well. This had relatively little effect on the percentage: thirty-nine percent had had a previous foundation job.

For greater clarity, respondents were asked how many foundations they had worked for altogether. Thirty-one percent had worked for two or more foundations (including their current job). So a sizeable minority was attempting to make a career in philanthropy by working in various foundations. When asked the type of their previous foundations, there was a wide range of answers. Independent foundations were most often cited as the previous foundation, 22 percent.

Respondents were asked to check of their two most important reasons for leaving. Cited most often was the category, “to advance myself” (37 percent), suggesting career-driven reasons. Cited next most often was “conflict with the foundation’s priorities,” however, suggesting problems with the foundation. The third, fourth, and fifth most frequently answered questions followed the same pattern: a career-oriented issue, “left for a better salary” (10 percent); and more negative reactions, “burned out” (8.7 percent) and “a new director came in with different priorities” (8.2 percent).

Table 9.1. Previous Foundation Experience

	Number	Percent
Previous Job at a Foundation?		
Yes		
All	184	36.9
40+ years old	122	39.1
No		
All	315	63.1
40 + years old	189	60.1
Foundation Type		
Community	30	16.4
Corporate	22	12.0
Family	28	15.3
Independent	40	21.9
Operating	19	10.4
Public	28	15.3
Other	16	8.7
Reason for Leaving		
To Advance Myself	68	37.2
For Better Salary	19	10.4
For Better Benefits	0	0.0
Required After Specific Time	8	4.4
New Director/New Priorities	15	8.2
Did Not Get Along With:		
Colleagues	0	0.0
Supervisor	9	4.9
Conflict With Priorities	50	27.3
Involuntarily Laid Off	8	4.4
Burned Out	16	8.7
Wanted to Leave Area	12	6.6
Foundation Closed Down	8	4.4
Other	67	36.4
Number of Foundations		
One	343	68.9
Two	115	23.1
Three+	40	8.0

Thirty-six percent of respondents with previous foundation experience wrote in answers. The answers included work or family issues: wanting to spend more time with children, or the need to move because of a spouse's job. Some wanted to change their hours, either moving from a part-time to a full-time job or visa versa. Others wanted to return to school or to change their location. Some said they felt bored or unchallenged or had a change in their interests. A few cited race or class discrimination. Finally, health issues or retirement were also cited as reasons.

Table 9.2 shows few statistically significant differences by race and sex. White males were actually more likely to say they left because they did not get along with their supervisor; this result is significant at the 10 percent level. People of color were more likely to say that they left because of a conflict over foundation priorities.

Table 9.3 presents results by sexual orientation. Gay women and men, especially the latter, were more likely to say that they did not get along with their supervisor; a statistically significant result at the 5 percent level. Gay women were much more likely to suggest that they were burned out; this result is statistically significant at the 10 percent level.

While there were few differences by race and sex or sexual orientation, it is interesting to note that those differences that did occur related to the more negative reasons for leaving a job: conflict with supervisors, conflict over foundation priorities, and burnout. Persons of color and gays and lesbians appear to be more likely to cite these reasons.

Table 9.2. Previous Foundation Experience by Sex and Race/Ethnicity

	Women of Color	Men of Color	White Women	White Men
Previous Job at a Foundation?				
Yes	36.1	53.1	36.2	31.4
No	63.9	46.9	63.7	68.6
Foundation Type				
Community	21.4	19.2	14.9	7.4
Corporate	17.9	15.4	8.1	7.4
Family	5.4	19.2	18.9	22.2
Independent	28.6	23.1	17.6	18.5
Operating	12.5	7.7	10.8	7.4
Public	10.7	0.0	21.6	22.2
Other	3.6	15.4	8.1	14.8
Reason for Leaving				
To Advance Myself	28.1	53.9	38.4	37.0
For Better Salary	8.8	15.4	12.3	3.7
Required After Specific Time	5.3	3.9	2.7	7.4
New Director/New Priorities	5.3	15.4	8.2	7.4
Did Not Get Along With Supervisor*	5.3	0.0	2.7	14.8
Conflict With Priorities*	36.8	34.6	17.8	25.9
Involuntarily Laid Off	3.5	3.9	4.1	7.4
Burned Out	8.8	3.9	13.7	0.0
Wanted to Leave Area	12.3	0.0	4.1	7.4
Foundation Closed Down	3.5	3.9	6.9	0.0
Number of Foundations				
One	69.0	55.1	70.0	73.3
Two	23.4	30.6	22.7	19.8
Three+	7.6	14.3	7.4	7.0
***	Statistically significant at the .01 level (chi-square test)			
**	Statistically significant at the .05 level (chi-square test)			
*	Statistically significant at the .10 level (chi-square test)			

Table 9.3. Previous Foundation Experience by Sex and Sexual Orientation

	Hetero. Women	Gay Women	Hetero. Men	Gay Men
Previous Job at a Foundation?				
Yes	35.0	41.3	42.0	33.3
No	65.0	58.7	58.0	66.7
Foundation Type*				
Community	17.5	19.2	16.2	6.7
Corporate	13.6	7.7	8.1	13.3
Family	13.6	11.5	21.6	20.0
Independent	27.2	0.0	21.6	20.0
Operating	8.7	23.1	5.4	13.3
Public	12.6	34.6	10.8	13.3
Other	6.8	3.9	16.2	13.3
Reason for Leaving				
To Advance Myself	30.8	48.0	43.2	53.3
For Better Salary	10.6	12.0	10.8	6.7
Required After Specific Time	3.9	0.0	2.7	13.3
New Director/New Priorities	7.7	4.0	10.8	13.3
Did Not Get Along With Supervisor**	2.9	8.0	2.7	20.0
Conflict With Priorities	25.0	28.0	32.4	26.7
Involuntarily Laid Off	3.9	4.0	5.4	6.7
Burned Out*	9.6	20.0	2.7	0.0
Wanted to Leave Area	8.7	4.0	5.4	0.0
Foundation Closed Down	6.7	0.0	0.0	6.7
Number of Foundations				
One	70.6	65.1	63.6	71.1
Two	21.0	31.8	26.1	20.0
Three+	8.5	3.2	10.2	8.9
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

Another set of questions asked about career plans (Table 10.1). First, respondents were asked if they planned a career in philanthropy. Only 16 percent of the sample said no. Forty-eight percent said yes. The remaining 36 percent were not sure.

Among those who did not plan a career in philanthropy, most often checked was the answer: “other things are more important to me” (66 percent). Another 60 percent said that they never intended to stay in the field. The more “negative” reasons were cited less often: “do not feel I can advance myself” (20 percent) and “never felt accepted” (11 percent).

Among those who did plan a career in philanthropy, the reason most often cited – by 60 percent of those who did plan a career in philanthropy – is that they have been able to pursue their goals in the field. Also checked off were the responses: “I have become absorbed in my work” and “I can make a home for myself”, 32 percent for each response.

Twenty seven percent felt that they could advance themselves in philanthropy. Seventeen percent also wrote in answers. The answers written in most often were statements to the effect that respondents felt that they could make a difference or be of service in some way through their foundation work. Clearly, then, there was a significant portion of people who found their work satisfying and wanted to stay in the field; because they have been able to pursue their goals, they enjoy their work, and because they feel that they are making a difference.

Table 10.1. Career Plans

	Number	Percent
Plan a Career In Philanthropy		
No	81	16.4
Yes	237	48.0
Not Sure	176	35.6
Reason Do Not Plan a Career		
Do Not Feel I Can Advance Myself	16	19.5
Never Intended to Stay	49	59.8
Too Many Conflicts	3	3.7
Other Things are More Important	55	66.3
Never Felt Accepted	9	11.1
Other	17	20.2
Reason I Do Plan a Career		
There Are Opportunities to Advance	64	27.0
Being in Foundations Has Been a Goal	28	11.8
I Have Been Able to Pursue Goals	144	60.0
I Have Become Absorbed in My Work	78	32.9
I Can Make a Home for Myself	78	32.8
Other	40	16.9

Tables 10.2 and 10.3 present answers by race and sex and sexual orientation only to the question asking about a career planned in philanthropy, because of the lack of statistical significance of the other questions. White women were the least likely to say they did **not** plan a career in philanthropy. Women of color were the most likely to say they were unsure about a career in philanthropy. These differences are not surprising given the barriers women of color experience, as documented in the previous section. Differences by race and sex were statistically significant at the 5 percent level.

Table 10.2. Career Plans by Sex and Race

	Women of Color	Men of Color	White Women	White Men
Plan a Career In Philanthropy**				
No	18.9	20.8	10.9	21.7
Yes	38.4	45.8	55.0	51.8
Not Sure	42.8	33.3	34.2	26.5
** Statistically significant at the .05 level (chi-square test)				

Table 10.3. Career Plans by Sex and Sexual Orientation

	Hetero. Women	Gay Women	Hetero. Men	Gay Men
Plan a Career In Philanthropy*				
No	14.5	14.3	26.7	11.6
Yes	47.3	49.2	47.7	55.8
Not Sure	38.2	36.5	25.6	32.6

* Statistically significant at the .10 level (chi-square test)

Differences by sexual orientation are mostly reflected in the answers of heterosexual men. They were the most likely to say that they did not plan a career in philanthropy or that they were not sure about a career in philanthropy. This is consistent with the drop-off of male participation in the field.

In addition, respondents were asked a series of questions about how their affinity group helped them with their career and what more affinity groups can do to help (Table 11.1). Most often cited as helpful were the networking opportunities provided and the help received to become a better grantmaker. Nevertheless, some cited a greater need for networking opportunities and training.

Table 11.1. Feeling about Affinity Group

	Number	Percent
Does Not Belong to Affinity Group	70	15.7
Provides Networking Opportunities	260	58.3
Helped Advance My Career	61	13.7
Helped Better Grantmaker	191	42.8
More Networking Opportunities	88	19.7
Should Help Advance Career	57	12.8
Should Help Be a Better Grantmaker	82	18.4

Table 11.2. Feelings about Affinity Group by Sex and Race/Ethnicity

	Women of Color	Men of Color	White Women	White Men
Does Not Belong**	12.9	4.9	21.4	11.8
Provides Networking Opportunities	55.0	73.2	57.8	59.2
Helped Advance My Career	11.4	19.5	13.4	15.8
Helped Better Grantmaker***	26.4	34.2	53.5	51.3
More Networking Opportunities*	23.6	26.8	13.9	23.7
Should Help Advance Career***	19.3	22.0	7.0	10.5
Should Help Be a Better Grantmaker**	26.4	22.0	15.0	10.5

*** Statistically significant at the .01 level (chi-square test)

** Statistically significant at the .05 level (chi-square test)

* Statistically significant at the .10 level (chi-square test)

Table 11.3. Feelings about Affinity Group by Sex and Sexual Orientation

	Hetero. Women	Gay Women	Hetero. Men	Gay Men
Does Not Belong***	14.6	32.8	5.6	14.0
Provides Networking Opportunities**	57.7	50.0	73.6	51.2
Helped Advance My Career	12.7	10.3	15.3	20.9
Helped Better Grantmaker*	43.8	36.2	54.2	32.6
More Networking Opportunities*	17.6	19.0	18.1	34.9
Should Help Advance Career	11.6	15.5	12.5	18.6
Should Help Be a Better Grantmaker	19.5	20.7	13.9	16.3
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

Differences by race and sex were striking (Tables 11.2 and 11.3). White males and females were more likely than people of color to state that their affinity groups helped them be a better grantmaker. Persons of color were more likely to state that they wanted their affinity groups to give them more networking opportunities, more help in advancing their careers, and more help in becoming a better grantmaker. These answers do not seem to reflect dissatisfaction with their affinity groups, since many felt they had been helpful in the past. People of color may feel that they need more help and support because of the greater difficulties they encounter.

In examining differences by sexual orientation it is interesting to note that heterosexual men were most likely to credit their affinity group for providing networking opportunities, although they also wanted more help in being a better grantmaker. Gay men were more likely to seek more networking experiences from their affinity group. While women of all orientations who belonged to affinity groups expressed roughly similar interest as their male counterparts, higher proportions of women did not belong to an affinity group in the first place.

Foundation Effectiveness

A central topic of discussion in the literature on philanthropy and the nonprofit sector in recent years has been foundation effectiveness. This concept has two elements: foundations should run well as organizations, and their work should have a meaningful and measurable impact on society, in accord with their missions. A large literature has developed on how foundations and other institutions can be more effective in meeting these twin goals. The focus of the present study, diversity in staffing within philanthropy, has been suggested as one important avenue to success in this regard. However, a number of other important themes have been raised in this literature. Foundations have been encouraged to be mission-driven institutions, while also being flexible and open to emerging priorities (Spann 1993). This balancing act between mission and flexibility is echoed in the literature on the nonprofit

sector in general (Schorr 1997) and the literature on corporate effectiveness (Deal and Kennedy 1999). At the same time foundations have been heavily criticized for not being risk-takers (Carson 1999; Cuninggim 1972; Eisenberg 1997; James 1973) and thus missing out on opportunities for more effective grantmaking. The importance of risk-taking for effective organizations is also emphasized in the private sector (Drucker 1986; Peters and Waterman 1982). Foundations have been exhorted to pay closer attention to the needs of the communities they serve (Carson 1999; Gerzon 1995; Ridings 1997; Spann 1993). And they have been enjoined to be more accountable, not just in reporting expenditures, but also in documenting the effectiveness of what they do (Eisenberg 1997; Ilchman and Burlingame 1999; Lamarche 1999; McIlroy 1995).

Some have suggested that greater discretion to staff will improve organizational effectiveness in many contexts (Schorr 1997; Thompson 1976). Others emphasize, along the lines of the present study, the importance of diversity on staff and boards (Arocha 1993; Spann 1993; Winters 1996a; Winters 1996b). Others suggest that the foundation's culture or at least lack of understanding of the foundation's culture is impeding effectiveness (Burbridge 1995). Institutional culture has received much more attention in the literature on the private sector. This literature suggests that "culture" ultimately reflects the values of a given institution, that a strong culture is associated with high performance, but these values must be shared and understood throughout to be an effective organization (Deal and Kennedy 1999; Gabriel 1991; Schein 1997).

On the basis of these literatures on organizational effectiveness in nonprofits, corporations, and foundations, respondents were asked to address the following questions about the foundation they currently work for or the last foundation they worked for:

My organization would be more effective:

- If there were a greater willingness to take risks;
- If it did not shift its funding priorities so often;
- If it recognized emerging funding priorities more quickly;
- If it were more flexible in implementing its mission;
- If its staff were more diverse;
- If its board were more diverse;
- If it took more seriously the advice and input it has received from grantees;
- If it were more accountable to the communities that it serves;
- If it gave program staff more discretion in decision-making;
- If the institutional culture were more open to differences among people.

Respondents were asked to address these questions using a basic Likert scale: strongly disagree, disagree, agree, strongly agree, and don't know.

Table 12.1 presents the answers to these questions for the total sample. Fifty-eight percent agreed or strongly agreed with the proposition that their foundation would be more effective if it took more risks. The need for staff and board diversity received a majority (50 percent or more) of agrees and strongly agrees. A majority felt that emerging priorities should be recognized more quickly, that advice from grantees should be taken more seriously, and that foundations need to be more accountable to the communities they serve. A majority felt that the foundation culture should be more open to differences. A majority **disagreed** with the proposition that staff should be given more discretion, that their foundation needed to be more flexible in implementing their mission, and that the foundation should not shift priorities so often. These responses suggest that most respondents were satisfied with the foundation's mission but that there were important areas of improvement. The respondents' concerns, based on those items that received the highest "votes" (measured in terms of the percentage of those agreeing or strongly agreeing) are:

- More board diversity (66.2 percent)
- More risk taking (57.7 percent)
- More staff diversity (54.8 percent)
- Recognize emerging priorities more quickly (54.4 percent)
- Culture more open (54.2 percent)
- Took advice from grantees more seriously (53.6 percent)
- More accountable to communities served (51.2 percent)
- More staff discretion (46.3 percent)
- More flexible in implementing mission (41.1 percent)
- Should not shift priorities so often (21.4 percent)

Table 12.1. Perceptions

	Number	Percent
FOUNDATION WOULD BE MORE EFFECTIVE IF		
Greater Willingness To Take Risks		
Strongly Disagree	46	9.5
Disagree	136	28.0
Agree	165	34.0
Strongly Agree	115	23.7
Do Not Know	23	4.7
Did Not Shift Priorities So Often		
Strongly Disagree	128	27.1
Disagree	211	44.6
Agree	58	12.3
Strongly Agree	43	9.1
Do Not Know	33	7.0
Recognized Emerging Priorities More Quickly		
Strongly Disagree	55	11.5
Disagree	137	28.5
Agree	174	36.3
Strongly Agree	87	18.1
Do Not Know	27	5.6

Was More Flexible In Implementing Mission		
Strongly Disagree	62	12.8
Disagree	204	42.2
Agree	134	27.7
Strongly Agree	65	13.4
Do Not Know	19	3.9
Staff Was More Diverse		
Strongly Disagree	35	7.3
Disagree	144	30.0
Agree	146	30.4
Strongly Agree	117	24.4
Do Not Know	38	7.9
Board Was More Diverse		
Strongly Disagree	28	5.8
Disagree	104	21.6
Agree	133	27.7
Strongly Agree	185	38.5
Do Not Know	31	6.4
Took More Seriously Advice from Grantees		
Strongly Disagree	32	6.7
Disagree	139	29.2
Agree	180	37.8
Strongly Agree	75	15.8
Do Not Know	50	10.5
More Accountable to Communities Served		
Strongly Disagree	39	8.1
Disagree	154	32.1
Agree	147	30.6
Strongly Agree	99	20.6
Do Not Know	41	8.5
Gave Staff More Discretion In Decision-making		
Strongly Disagree	49	10.2
Disagree	183	38.0
Agree	147	30.5
Strongly Agree	76	15.8
Do Not Know	27	5.6
The Culture Was More Open to Differences		
Strongly Disagree	51	10.7
Disagree	128	26.8
Agree	159	33.3
Strongly Agree	119	24.9
Do Not Know	21	4.4

Table 12.2 examines the answers to these questions by race and sex and Table 12.3 by sexual orientation. By race and sex, there were no statistically significant differences in the answers to: “willingness to take risks,” “should not shift priorities,” “recognizing emerging priorities,” and “flexibility in mission.” A lack of statistical significance does not mean these issues were viewed as unimportant, only that there were no differences by race and sex on how important these issues were.

Table 12.2. Perceptions by Sex and Race

	Women of Color	Men of Color	White Women	White Men
FOUNDATION WOULD BE MORE EFFECTIVE IF				
Greater Willingness To Take Risks				
Strongly Disagree	7.1	8.2	13.1	6.1
Disagree	24.5	14.3	32.8	30.5
Agree	34.8	40.8	30.8	36.6
Strongly Agree	27.1	32.7	19.7	22.0
Do Not Know	6.5	4.1	3.5	4.9
Did Not Shift Priorities So Often				
Strongly Disagree	23.8	19.6	27.2	37.5
Disagree	45.0	43.5	45.1	42.5
Agree	15.2	23.9	9.2	7.5
Strongly Agree	7.3	8.7	10.8	8.8
Do Not Know	8.6	4.4	7.7	3.8
Recognized Emerging Priorities More Quickly				
Strongly Disagree	9.7	19.2	13.3	6.1
Disagree	25.3	23.4	28.6	36.6
Agree	39.0	31.9	37.2	31.7
Strongly Agree	20.8	21.3	14.3	20.7
Do Not Know	5.2	4.3	6.6	4.9
Was More Flexible In Implementing Mission				
Strongly Disagree	9.0	16.3	15.2	12.2
Disagree	38.7	30.6	44.2	50.0
Agree	30.3	32.7	27.4	20.7
Strongly Agree	17.4	16.3	9.1	14.6
Do Not Know	4.5	4.1	4.1	2.4
Staff Was More Diverse***				
Strongly Disagree	6.5	6.4	7.7	8.5
Disagree	25.2	19.2	33.0	37.8
Agree	27.1	25.5	36.1	25.6
Strongly Agree	33.6	40.4	15.5	19.5
Do Not Know	7.7	8.5	7.7	8.5
Board Was More Diverse				
Strongly Disagree	3.9	4.1	7.2	7.2
Disagree	17.5	12.2	25.3	26.5
Agree	26.6	32.6	27.8	25.3
Strongly Agree	44.2	44.9	34.0	34.9
Do Not Know	7.8	6.1	5.7	6.0
Took More Seriously Advice from Grantees**				
Strongly Disagree	6.5	4.2	6.8	8.5
Disagree	23.2	18.8	37.9	25.6
Agree	40.0	47.9	29.5	47.6
Strongly Agree	18.7	20.8	14.7	9.8
Do Not Know	11.6	8.3	11.1	8.5
More Accountable to Communities Served*				
Strongly Disagree	6.5	8.3	9.6	7.5
Disagree	27.9	18.8	39.6	30.0
Agree	33.1	39.6	25.9	31.3
Strongly Agree	26.6	25.0	15.7	18.8
Do Not Know	5.8	8.3	9.1	12.5

Gave Staff More Discretion In Decision-making***				
Strongly Disagree	5.2	10.2	13.9	11.1
Disagree	34.2	30.6	42.6	39.5
Agree	33.6	26.5	28.7	29.6
Strongly Agree	23.9	26.5	9.2	9.9
Do Not Know	3.2	6.1	5.6	9.9
The Culture Was More Open to Differences***				
Strongly Disagree	7.1	8.5	13.0	13.6
Disagree	20.7	19.2	32.1	30.9
Agree	37.4	42.6	32.1	22.2
Strongly Agree	32.9	27.7	17.1	25.9
Do Not Know	1.9	2.1	5.7	7.4
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

There was a statistically significant difference in regards to staff diversity. Men and women of color were more likely to agree or strongly agree that more staff diversity was necessary. The question in regard to board diversity was not significant, however. Again, this suggests that all respondents saw this issue as equally important.

Differences in the final four responses were statistically significant by race and sex. Persons of color were more likely to feel that their foundation should take more seriously advice from grantees, should be more accountable to communities served, should give staff more discretion, and should have a culture that is more open to differences. One could argue that the answers to these questions reflect the types of foundations persons of color are in, rather than a different perception on their part. However, cross-tabulations by foundation type elicited no statistically significant differences. Perceptions on the basis of race seem to be more important.

Table 12.3. Perceptions by Sex and Sexual Orientation

	Hetero. Women	Gay Women	Hetero. Men	Gay Men
FOUNDATION WOULD BE MORE EFFECTIVE IF:				
Greater Willingness To Take Risks				
Strongly Disagree	9.1	17.5	7.1	6.8
Disagree	29.6	28.6	24.7	22.7
Agree	32.8	31.8	34.1	45.5
Strongly Agree	23.7	19.1	28.2	22.7
Do Not Know	4.9	3.2	5.9	2.3
Did Not Shift Priorities So Often				
Strongly Disagree	24.8	27.4	25.9	41.9
Disagree	46.1	41.9	46.9	34.9
Agree	12.8	8.1	14.8	9.3
Strongly Agree	8.9	11.3	8.6	9.3
Do Not Know	7.5	11.3	3.7	4.7

Recognized Emerging Priorities More Quickly				
Strongly Disagree	9.4	21.0	12.2	8.9
Disagree	27.6	25.8	28.1	35.6
Agree	39.2	32.3	35.4	26.7
Strongly Agree	17.8	14.5	19.5	24.4
Do Not Know	5.9	6.5	4.9	4.4
Was More Flexible In Implementing Mission				
Strongly Disagree	10.5	19.1	11.9	17.8
Disagree	43.0	38.1	42.9	40.0
Agree	30.1	22.2	25.0	26.7
Strongly Agree	12.6	14.3	16.7	13.3
Do Not Know	3.9	6.4	3.6	2.2
Staff Was More Diverse				
Strongly Disagree	6.9	8.3	8.5	6.7
Disagree	32.3	18.3	28.1	37.8
Agree	31.9	33.3	25.6	24.4
Strongly Agree	20.8	35.0	25.6	31.1
Do Not Know	8.0	5.0	12.2	0.0
Board Was More Diverse*				
Strongly Disagree	5.2	8.8	5.9	6.7
Disagree	22.8	17.5	17.7	28.9
Agree	29.8	15.8	30.6	22.2
Strongly Agree	34.6	56.1	37.7	42.2
Do Not Know	7.6	1.8	8.2	0.0
Took More Seriously Advice from Grantees**				
Strongly Disagree	5.3	12.1	6.0	8.9
Disagree	34.9	15.5	25.3	15.6
Agree	33.8	36.2	45.8	53.3
Strongly Agree	15.5	22.4	16.9	9.0
Do Not Know	10.6	13.8	6.0	13.3
More Accountable to Communities Served				
Strongly Disagree	7.3	13.3	9.6	4.7
Disagree	36.0	26.7	25.3	25.6
Agree	29.8	28.3	32.5	39.5
Strongly Agree	19.0	26.7	21.7	20.9
Do Not Know	8.0	5.0	10.8	9.3
Gave Staff More Discretion In Decision-making**				
Strongly Disagree	8.3	16.7	10.7	11.4
Disagree	41.3	23.3	33.3	40.9
Agree	31.3	33.3	29.8	27.3
Strongly Agree	14.2	23.3	21.4	6.8
Do Not Know	4.9	3.3	4.8	13.6
The Culture Was More Open to Differences				
Strongly Disagree	8.7	19.0	13.3	9.3
Disagree	29.1	15.5	27.7	20.9
Agree	33.9	37.9	25.3	39.5
Strongly Agree	23.5	27.6	28.9	23.3
Do Not Know	4.8	0.0	4.8	7.0
*** Statistically significant at the .01 level (chi-square test)				
** Statistically significant at the .05 level (chi-square test)				
* Statistically significant at the .10 level (chi-square test)				

In examining differences by sexual orientation, there were fewer statistically significant differences than by race, but important differences emerged nevertheless. Gay women were more likely than others to emphasize the importance of board diversity and more discretion to staff. Heterosexual and gay males were more likely to emphasize the importance of taking advice from grantees more seriously. Gays and lesbians were more likely to want the foundation culture to be open to differences. Surprisingly, however, this result was not statistically significant.

Comments

Respondents were invited to write additional comments on the backs of their surveys. About 15 percent of the sample wrote in comments about the survey or issues raised by the survey. Many of these comments were quite detailed, and provide additional, first person insight into the issues discussed in this chapter and volume. The comments presented below were edited for flow or to insure that the speaker could not be easily identified. Otherwise, comments are presented verbatim. Interestingly, some of the most detailed comments came from women of color, who according to our previous results, were facing some of the most significant obstacles in the foundation world.

A Latina wrote about her frustration about receiving so little training, a sentiment echoed by other respondents.

“In my previous position as a program officer in a community foundation, my ethnicity was an important factor in my hiring. The foundation explicitly stated its desire to diversify its staff. Disappointingly, however, the foundation offered very little training or support to me as a new program officer. The progress I achieved was due to my ability to identify program officers at other foundations that could help me strategize, or understand complex organizations and initiatives. Many times I felt frustrated by the lack of support I received from the executive director of the foundation and the other program officer, but I felt that leaving was not an option because I knew that I was breaking a barrier, and although the challenges I felt were often overwhelming, I held out hope that the next person of color that would come into the foundation would benefit from my experiences and exchanges with foundation staff...and trustees of our board.”

An African-American woman spoke of her frustrations, both as a person of color and as a Southerner:

“My venture into philanthropy came as a result of my working in nonprofits as a grantseeker. As a Southerner, working in the South, seeking funding primarily from Northern funders, always left me feeling as if I came from another world. Most program officers I encountered were almost always white [with] privileged educations, and while well-meaning, had little or nonexistent knowledge about the issues or the social/political context of the work. We often spoke ‘different languages.’

My desire to be on the other side, i.e. the grantmaker, was an effort to bring more understanding and relevant life experience to the world of grantmaking and, yes, to bring some racial diversity.

Trying to find training and/or mentors to prepare myself for the work was somewhat futile....

I am not sure where I'm going with this except to say, that the world of philanthropy is still a very exclusive club, serving as a magnet for the wealthy and privileged, which translates into predominately white. This dynamic makes it very hard for people of color to penetrate, and to have durable careers, because of the politics of culture, class, and race."

An Asian woman discusses the lack of diversity at top levels:

*"Although my foundation does not have an active inclusion or diversity policy, we are fortunate to have a relatively diverse staff. Nevertheless, I believe the diversity represented is much more of a reflection of the demographics of this region than anything else. In addition, diversity of our staff **dramatically** declines up the hierarchy in the foundation – particularly at the most senior levels (CEO, VP, senior program officers, Trustees).*

Even the most well-intentioned and well-versed foundation officers I have met rarely initiate diversity policies (be it in hiring or in grantee relations). Although all of us may have the 'disclaimer' that we are equal opportunity employers, I rarely see minorities actively recruited for jobs or diversity practices encouraged among grantees. The old tired excuse of 'I'd like to hire a minority, but I just can't find a qualified pool of candidates' is still thrown around and remarkably accepted. It is a huge problem."

Another Latina's experience was one of great conflict:

"I resigned from the foundation after a long year battling the CEO over issues of accountability, ...diversity, and professionalism. The Board of Directors recognized the problems with the CEO but did not remove him until 50% of the team had resigned. I believe that the board would have responded to the staff's concerns more quickly if the board were more diverse and thus valued the team more. They did not respond to our concerns regarding pay differences between men and women performing nearly identical jobs, over racism...the CEO's woeful lack of experience, vision and maturity required for his position until after we left and the grantees went to the board.

*The experience at the foundation only further cemented my belief that foundations **must** have people of diverse backgrounds in decision-making roles. This is essential for accountability to the communities served by the foundation and to the donors who give support to important work. It is important to have diversity at the program level, but if it stops there, real change will not happen as quickly. Diverse program staff should not be the sole 'torch bearers' for communities that they represent – this needs to be shared by the board and non-diverse allies."*

Another African-American women spoke of the limited opportunities for entering leadership positions:

"I was in a program position in both foundations, promoted along the way with advancing titles and more money, but I left partially because I saw no likelihood of making the next step – to 'Director' or

'VP' in my institution. And I had done and learned all I could after 13 years of doing program officer work.

I have no regrets about my decision. I think my self-concept as stepping out to work on my own has enhanced me as a professional. I would, however, consider future foundation job opportunities if they provided an opportunity for leadership."

An Asian woman writes of the lack of support:

"[It is] very difficult for people of color to break into philanthropy. Often, jobs are found through personal contacts [or] word of mouth. [It is] difficult for people of color to advance within the foundation ranks. [There is] no support mechanism."

A woman of mixed race background was very terse:

"It is dangerous to oppose destructive management actions as the consequences could end in a 'justified' dismissal."

In addition to these comments from women of color, several whites wrote about the class biases they encountered working in foundations. Some of their comments were quite pointed.

A white male wrote:

"Foundations are very much plantations – top down, elitist management, insular, self-perpetuating boards – and staff are generally treated in demeaning ways."

A white woman wrote:

"I come from [a] working class/poor socioeconomic background...No one in [my] family graduated from college before me. Class is an important aspect of diversity in what I see as an elitist field."

A white male wrote:

"I infer that this survey is designed to address the unspoken issues of 'class' and 'privilege.' If I didn't have additional investment income I couldn't afford to work for a foundation."

A white woman wrote:

*"When I first entered foundation work, I was very eager and optimistic. I was in awe of philanthropy. I am now – only 2+ years later – very jaded and cynical. I see philanthropy as a way for the wealthy to remain wealthy...and a way to 'control.' Generosity seems to play a very minor role. Power and control seems to be the real motivators.... In the...foundation I work for, grants are **never** judged impartially on merit. They are always judged on politics. It's a big 'turn off.'"*

A white woman wrote:

"We live in a state that is 99.9% white so our diversity issues are about class – not color."

Some respondents raised issues about the meaning of diversity.

"How is diversity defined? Our board has diversity on paper. Values and beliefs are important, plus diverse identities. 'Diversity' can sometimes be tokenizing."

"In dealing with grantees, or in our internal governance, sometimes demographic diversity is not as meaningful as participation in decision-making by the constituents or community being served by the program or organization.... It's important that a women's center is run by women, not necessarily having any men on board. It's important that a Cambodian community organization includes men, women and youth, but we don't expect them to have African Americans on their board. LGBT organizations don't need to have heteros involved in governance. And, if a foundation serves a particular community or constituency, it is those folks who should be involved, not necessarily a token random section of the U.S. population. The point is that 'diversity' in the abstract is only symbolic. An artificially constructed 'rainbow' can be just a patronizing exercise in radical chic. In organizations dealing with real communities and constituents, those who are affected by the program should be meaningfully involved – others should have something specific to contribute, or they're just taking up space."

"...I was the highest placed white male with [an] African-American CEO and VP, African-American women supervisors...There was definitely a reverse 'glass ceiling.'.... [There was] a virtually all Black board and could clearly benefited from more racial, sexual, and especially philosophical diversity."

"The greatest need in reshaping private philanthropy is...term limits for board members and requirements for better representation from the Foundation's community or geographic area it serves in terms of grants."

"How can a family foundation become more diverse?"

"In my community, to be white/Anglo has become paramount to being ignored in part of philanthropy."

"Our challenges with diversity are around: (a) engaging African Americans, Asians/Pacific Islanders, Latino/as; (b) supporting, training and holding accountable minority...professionals we've attracted from other fields. This is an enormous issue for us.... [There are]...very few...junior and mid-level professionals in philanthropy or nonprofit sector to recruit!! Therefore, we often hire people from other backgrounds with limited skills and preparation for our work."

Finally, many made suggestions for what foundations can do to be more effective and offered suggestions for additional research. Most of the comments for improving foundations focused on the weaknesses in the grantmaking process and the need for training.

One Asian woman wrote:

“My organization would be more effective if it set aside healthy sums each year for developing major new initiatives...if it’s less executive support-oriented and more...grantmaking professionals-oriented...if it dares to lead some trends rather than follow.”

One black female wrote:

“We would be more effective if we were more organized and restructured according to a corporate model with staff evaluations based on: 1) goals, 2) continuing professional development, 3) individual initiative, 4) team-building and 5) results produced from #3) and 4).”

A Latina wrote:

“I actually think my foundation does a pretty good job...where I think it could improve is in developing mechanisms for internal vetting of proposals in a ‘friendly’ environment, so that program officers could benefit and learn in an ongoing way from more senior and experienced folks.”

A white woman wrote:

“We would be more effective if we had more consistency and focus in our grantmaking.”

A Latino wrote:

“Foundations need to address the Hispanic populations in need – Not do assessments of need. Take risks with new community-based organizations serving Hispanic populations.... Why not do a report card of foundations in terms of funding Hispanic projects run by Hispanic organizations? No more studies are needed. Philanthropy needs to put much more of its money into Hispanic communities to address concerns that are community perceptions and not a priori foundation program priorities.”

An African-American woman wrote:

“The field needs some process for cultivating new professionals in philanthropy from a variety of educational and nonprofit areas. In addition, there should be a better way to allow for renewal and growth for anyone in philanthropy/ grantmaking more than 5 consecutive years. Diversity and more people with multi-lingual proficiency are essential to equitable decision-making and solving community challenges. Foundations also are too fad oriented (latest is venture capital philanthropy) and too disinclined to honestly explore how funding patterns and policies exacerbate nonprofit and community weaknesses.”

A white woman wrote:

“It strikes me that training is the most valuable need I have.”

A Latino, former foundation employee, currently running a nonprofit:

“In general foundations operate too much within their world view. Applicants have to jump through many obstacles and often not receive funding. There seems to be little creativity to make funds more accessible. Often a nonprofit needs 5 to 10 K in an unrestricted manner or other small amounts to do something which may produce results in the future. The thought of seeking funds from foundations and expending energy to do so is uninviting. We get much more results from individuals and seem to succeed with foundations if there is a personal contact which could make a ‘connection’ for us.”

Suggestions for future research included:

“I feel the really crucial questions have to do with how diversity informs grantmaking vision and practice.”

“As a consultant and individual seeking to remain in philanthropy in a permanent position, I have many insights on how foundations select staff.... They would cast a very significant light on the decisions and operations of foundations.”

“It would be great if this had also covered work/family issues. At my foundation, all senior staff are over-worked. [It is] hard to be a parent and do what is expected.”

“With so many foundations outsourcing so much work, you might want to consider...following up this survey with another to learn about who’s consulting or earning outsource contracts from funders.... It’s a whole new world out here.”

While it is most likely true that the people most dissatisfied with their current situation are the most likely to write comments on a survey such as this, there were, in fact, many people who wrote to say they thought their foundation was doing a good job, or in the very least, the best it could.

Two examples are quoted below, one from a white women and the next from a white male:

“I feel fortunate to work in an unusual setting with an unusual amount of autonomy, good will with my board, and the chance to create a short-term funding resource. I make it accountable, flexible, responsive, straightforward, and sensible as possible.”

“...I believe my foundation is very diverse and is open to differences. I can’t imagine a more diverse place and therefore I doubt they could improve much, although they are always trying.”

Summary

These selected comments add nuance to the discussion of the quantitative findings, and include a wide variety of concerns and suggestions for improvement. Persons of color tended to be most critical, but there was a general agreement on many issues such as the

need for greater diversity on boards, more risk-taking on the part of foundations, and better relationships with grantees and their communities.

Conclusion

Foundations have experienced many profound changes in recent decades. The field has been feminized, moving from being male dominated to female dominated in numerical terms. There also has been a significant increase in persons of color working in the field. Gay men and lesbians, about whom little data has been collected, also encounter obstacles in their career advancement. Unfortunately, people with disabilities did not respond in sufficient numbers to the survey to analyze this group adequately. More research is needed to uncover career trends for this group.

In spite of these changes, many are concerned that foundations still have important vestiges from the past. Boards are still predominately white and male, so that much of the power in foundations lies in this quarter. Some feel that diversity in numbers has not resulted in effective grantmaking for many communities, in part because of resistance from boards, but also because of the difficulties many new entrants into the field have encountered in “learning the ropes” and having their concerns listened to and recognized.

According to this research, women of color have encountered the greatest number of obstacles. But white women, in spite of their numerical success, still earn less than men. Sexual orientation can affect one’s salary and upward mobility, and appears to be associated with a concentration in certain fields. Gay men and lesbians also reported a greater likelihood of their grant decisions being overruled by the CEO or board.

There are many changes that respondents wanted to see: more risk-taking, more accountability, and more diversity on boards. In spite of the criticisms, some of which came in written comments, most respondents seemed to be genuinely concerned about making philanthropy better.

The best avenue for further research is probably to delve into more in-depth discussions with a range of foundation professionals. Suggestions were made about examining how diversity affects grantmaking and about how staff are hired – both “process”-oriented issues. A survey questionnaire can only capture so much about the details of the grantmaking process and how the issues that have been addressed in this report actually play themselves out in a day-to-day context. Case studies of individual foundations and in-depth interviews with grantmakers, particularly those in decision-making capacities, would help round out this picture. Indeed, the remaining chapters in this report take up this challenge and seek to provide a different kind of documentation for the trends discussed above.

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Endnotes

¹ Over-time figures on the employment status of gays and lesbians in philanthropy are not available, as the JAG study is the first to include this group.

² The Principal Investigators use the term “people of color” instead of “minorities.” However, when reporting data compiled by other sources such as the Council on Foundations, as in this section, we report the information using their terminology.

³ The Council on Foundations did not have data for 1986. In order to construct the chart, percentages for 1985 were substituted for 1986.

⁴ The category “private foundation” refers to independent, operating, and family foundations. In the 1998 data, family foundations were a separate category. However, this was not the case with the 1992 data. Therefore, to allow for comparison between the years, family foundations were collapsed into a private foundation category in the 1998 data.

⁵ Since there have been concerns that the “nonprofit” category in the 1990 census may be underreported, comparisons are made to a broader category defined here as the “Third Sector.” This sector consists of those working in a number of service industries – health, education, arts, welfare, legal, and religious – who are not government employees.

⁶ An affinity group is a membership association of professionals in a given field who share a common interest. In the context of philanthropy, affinity groups are organized around program areas (e.g., Grantmakers for Education) or identities (Native Americans in Philanthropy). The Council on Foundations recognizes more than 35 philanthropic affinity groups, ranging in size from a few dozen members to a few hundred.

⁷ Those who were current foundation employees were asked about their membership in affinity groups, while former foundation employees were not asked this question. Thus, there may be more than these 70 persons in the sample not belonging to an affinity group.

⁸ While respondents to Council surveys are predominately members of the Council, they are not exclusively so. For example, 9.2 percent of the grantmakers responding to the 1997 Foundation Management Survey were not Council members and 11.5 percent of the grantmakers responding to the 1998 Salary Survey were not Council members.

⁹ The categories used for foundation type and foundation assets were the same as those used by the Council on Foundations.

Independent Foundations in Transition: From Family Vehicles to Major Institutions

Teresa Odendahl and William A. Díaz

Originally the board, particularly family members, thought diversity was a good thing, but they didn't want to talk about it. It wouldn't surprise me if this really isn't the case at a lot of foundations. If you consider that foundations are established by rich families, then...if the board only consists of family, it's a very insular view.... They may be all for diversity, but it's a naïve notion to think that it will happen on its own (Foundation CEO and family member).

Introduction

An individual donor, married couple, or family usually creates an independent foundation, although in recent years, such grantmaking entities may also be created through an endowment from proceeds from the sale of nonprofit health care entities to for-profit companies, known as “conversion foundations.” In 1998, independent foundations accounted for 76.8 percent of foundation giving. Family foundations, a subset of that category, were responsible for 37.0 percent of all foundation giving (Lawrence 2000, p. 3). This chapter explores diversity issues in both the family foundation type and the generally larger, endowed grantmaking institutions that are also classified by the IRS as independent foundations. As will become evident, each of these subtypes has its own set of concerns and interests and deals with the issue of board and staff diversity in a distinct way.

According to the Foundation Center, family foundations are “independent foundations in which individual donors and/or family members are directly involved in guiding operations” (Lawrence 2000, p. 4). Over the first few generations, family members are often active in decision-making, including governance and funding. While most of these foundations are endowed, many also continue to receive gifts from family members and ultimately a bequest. The donor is extremely influential during his or her lifetime. Many families decide to bring their children and grandchildren onto the foundation's board, either at inception or in order to involve the next generation(s) as the foundation matures. Some family-controlled foundations also choose to diversify their board beyond family members so it is more representative of the communities or issues they fund. Still, there is often a desire to perpetuate the donor or family's interests into the future.

Generally, the larger grantmaking institutions that we think of as independent foundations developed over generations out of family foundations. Most are endowed. They have a principal fund and make grants essentially from investment income (Freeman 1991). Because they neither seek nor require additional support from external donors, independent foundations are relatively isolated from market forces (although in cases where their endowments are primarily in stock of one company, changes in that company's fortunes can have a significant effect on the foundation's endowment, as has happened in recent years with the Kellogg and Packard Foundations). Among the major independent foundations are some that have been genuine leaders in diversifying their boards and staff – for example, the Kellogg, Ford, and Public Welfare Foundations. This is also true for some of the newer “conversion” foundations such as The California Wellness Foundation.

Given their generally small staff and single-family origins, family foundations are least likely to be diverse in terms of class, ethnicity, race, sexual orientation and disability in comparison to other categories of grantmaking institutions. Likewise, they are less compelled to be accountable to outside forces or to comply with societal pressure to conform to changing practices in governance and operations. Their boards, however, have the best representation of women trustees in the field due to the participation of family members. Among Council on Foundations members with good records of diversity, more women serve on family foundation boards than other types, whereas few people of color are trustees or staff members (see Table 13 in Appendix, p. 140).

In comparison, large “nonfamily” foundations as a group have the highest percentage of staff people of color (Table 13). Major independent foundations are also among the largest and wealthiest foundations and have the resources to search for, hire and retain diverse staff. Staff diversity appears to follow programming, and independent foundations such as Ford, Kellogg and Mott have been among the first to create grantmaking areas addressing issues of concern to women, people of color, and the disadvantaged.

Staffed Family Foundations

Introduction to Foundation Type

Most foundations in the U.S. are family foundations. The National Center for Family Philanthropy estimates that approximately two-thirds of private foundations are family-managed. While the largest family foundations have endowments well over \$5 billion, three-quarters have under \$1 million in assets (National Center for Philanthropy 2002). The vast majority of these foundations are controlled by donors and their relatives. Historically, these donors have been white, wealthy, and part of society's elite.

Due to the extent of family involvement, and especially if the donor is still alive and may consider the assets his or her own, family foundations usually operate with a “cloak of privacy” and do not provide data to the public beyond the legally required annual Form 990-PF. Even among larger independent foundations (those reporting assets of at least \$1 million), only 5.2 percent publishes an annual report, and only 13.9 percent produces and distributes any informational material at all (Gluck and Ganguly 2001, p. 11). It is therefore difficult to characterize family foundations or find adequate information about their operations, especially regarding diversity practices.

Study Sample

This section is based on 13 interviews at six staffed family foundations. One of these grantmaking institutions is making the transition to a more independent status, although there are still relatives of the donor on the board. We selected foundations that were diverse by asset level, creation date, geography, and the personal identity of their leadership. The family foundations featured in this chapter are The Mary Reynolds Babcock Foundation, Dyer-Ives Foundation, Flintridge Foundation, Evelyn and Walter Haas, Jr. Fund, Jessie Smith Noyes Foundation, and The Wieboldt Foundation.

Of family foundation participants interviewed, nine are women and four are men. Seven are white, two are African-American, two are Latina, one is American Indian, and one is Asian-American. Eight reported that they are heterosexuals and two that they are gay, lesbian or bisexual. Not everyone responded to our questions concerning sexual orientation. None of the family foundation participants reported that they were disabled. In addition, only one respondent, a trustee, was aware that any board or staff members at their foundation had a disability.

The family foundations portrayed were formed between 1921 and 1985. They range in asset size from less than \$10 million to over \$500 million and make grants in the range from less than \$1 million to nearly \$20 million annually. One is located in the Northeast, two in the Midwest, one in the South and two in the West.

Staffing and Diversity

Available data and our methodology limited us to investigating staffed family foundations. However, only a small number of all family foundations have employees. We know that at least 3,600 people work at family foundations (Lawrence 2000, p. 17). The larger the foundation, the more likely it will be staffed. According to the Council on Foundations, the average number of full-time paid employees at family foundations was 6.1 in 1997 (Council on Foundations 1998b, p. 6). The family foundations we studied had between two and over 20 staff members, probably more than in the field at large. Achieving greater diversity among employees can be related to making a decision to hire a larger staff.

We interviewed six chief executive officers (CEOs) at family foundations, who are all white. Four are women. Two are men. One is gay. Four additional employees were interviewed, all women of color, including two senior staff with the titles of vice president and assistant director and two program officers.

These study participants agreed that in hiring staff, knowledge of the communities served and the issues the foundation funds is a necessity. One executive director, a white woman who formerly worked in the corporate sector, made a telling comment that it was also important that the employee be a person who has a “style” that can fit in with the family. Her insight is consistent with written statements on the survey questionnaire administered and analyzed by Lynn Burbridge (see p. 75 of this volume). People of color, in particular, feel that the culture of philanthropy is difficult to negotiate.

It is fairly common for a family member or close family friend to manage foundation operations as a paid employee in smaller institutions. In this research, one of the family foundation CEOs we interviewed is a relative and another is a friend of the donor. J. L. Moseley, managing director of the Flintridge Foundation, with \$25 million in assets, explained how her personal values and the work she had been doing throughout her career guided and assisted her board:

When my family asked me to manage the foundation, it was very clear to me that we should have diversity. We should reflect the constituents we serve.... It [was] very deliberate but unspoken. As more and more opportunities were available to introduce [inclusiveness], the board really embraced it and now it's in our value statement.

Along with other study participants, Moseley views diversity work as ongoing – a never-completed project. Since she began hiring, she has always sought employees from the communities where the foundation funds. The foundation's employee profile is 75% people of color, with majority women. Currently 29% of the seven trustees are people of color and 43% are women. One staff and one board member are openly gay. It has taken the foundation fifteen years to achieve this profile.

While representatives at each family foundation reported a different impetus for implementing diversity practices among employees, as in the earlier example, commitment of the staff leadership is paramount. There is wide agreement that the CEO, as the person responsible for hiring staff, should most often be given credit for any positive changes regarding diversity. At one institution where this is not true, the living donor has been committed to diversifying the board. At another foundation, the board was just as involved as the CEO in advocating for the changes.

A relatively new African-American program officer at a foundation with over \$100 million in assets views her hiring as a part of the foundation's effort in diversity. She sees that the “face of the foundation has changed...in the last five years.... It has a lot to do with

the market being pretty good and being able to hire more folks.” When asked what the impetus for the change was, she named the executive director.

Our interviews and anecdotal evidence both strongly suggest that staff diversity follows when the funding program changes or focuses upon communities, issues or populations of marginalized peoples. For example, the same program officer quoted above sees that diversity on the staff is important because so many of the foundations’ grantees are African Americans. In her mind, the issue is one of trust:

Trust is built pretty quickly with an African American dealing with African-American organizations where they are trying to do some serious work.... Trust is really important if you are trying to get to where an organization is so that you can invest in what they’re doing...Sometimes it takes white folk a long time to do it.

Gayle Williams, executive director of the Mary Reynolds Babcock Foundation, describes the challenge succinctly: “The bottom line is that you can’t do this work and be all a bunch of white people or be all a bunch of African Americans. You have got to have that mix of perspectives and diversity.”

The picture that emerges from our interviews with both family foundation CEOs and their staffs is one of boards with confidence in the leadership of the person they hired to run the foundation, but probably somewhat less commitment, interest, or understanding of the need to diversify staff.

The three family foundation trustees we interviewed (two of them of color) all valued diversity among employees. When the board becomes more inclusive than the staff, it is likely that hiring will follow suit. There seems to be a certain synergy within institutions with respect to these issues. If one aspect of the program or structure concerning inclusiveness changes, it is likely that over time other parts will change as well. From our case studies of family foundations, it appears that an incremental effect occurs.

Board Diversity

The median board size of a family foundation is three people (Lawrence 2000, p. 19), who may all be family members, or some combination of a donor, that person’s spouse, and their accountant, lawyer or trusted friend. This profile does not lend itself to diversity. However, the larger the assets of a family foundation, the greater the number of board members and thus potentially more possibility of implementing inclusiveness among trustees. Among nonfamily independent foundations, the average number of trustees in 1997 was 7.9 (Council on Foundations 1998a, p. 10). The foundations described in this chapter have boards with between five and 16 trustees. It seems logical that a primary way to diversify a board is to add trustees with varied personal backgrounds, therefore resulting in a larger membership than at typical family foundations.

To a varying extent, five of the six family foundations in this research have been committed to diversifying their boards beyond family members, usually with particular attention to race and ethnicity. Most of the information included here is based on the perspective of family foundation staff concerning the boards to which they report, although three family foundation trustees participated in the study.

The CEO of the newest foundation we feature, the Flintridge Foundation in California, reviewed her board's efforts to include people of color: "We decided very early on that we were going to have outside board members. Initially the four founding directors invited friends to serve." Seven years ago the foundation began to bring on nonfamily members, based on particular kinds of expertise these individuals possessed. The CEO continues:

I think one of the things I've learned is to have more patience.... This is something that evolves and...becomes a part of who we are. People are moving at different paces.... As long as they're moving in the right direction, my feeling is to keep encouraging it and seize opportunities, but not to push it. I think if people are defensive...they're going to resist. So...whenever we have an opening, whether it's on the board of the staff, I always see it as an opportunity for diversity that we may not have.

In another case, it is the family board rather than the CEO that made the decisions leading to greater inclusiveness. According to Regina McGraw, the current executive director at The Wieboldt Foundation, over 20 years ago, the family started adding "nonfamily" members to the board. Older trustees were beginning to think about succession. It was not clear that the next generation would have the time to devote to the foundation or live in the Chicago metro area, a requirement of the by-laws. The foundation was also beginning to increase grants to Chicago's low-income neighborhoods. The family acknowledged their lack of experience. Diversifying the board came from a motivation to attain a better understanding of the kind of funding being done. Additionally, the foundation was moving away from funding human services to community empowerment. Diversifying the board seemed a legitimate way of giving community members influence over where money is directed. Family members needed community members' knowledge to do effective grantmaking.

The commitment to diversity is usually both a board and staff value. In 1994, the Mary Reynolds Babcock Foundation hired Gayle Williams as their new executive director and underwent an intensive strategic planning process to reach a consensus on and to articulate the [foundation's] purpose and values. Williams provided us with the details of this process. She reviewed all the grants the foundation had made over its history. "The Foundation has stood for the same things that it stands for now.... [This] comes from the leadership that some of the family has shown. I think it comes from the values that they brought to the forming of the Foundation, coupled with the staff they've hired." Williams continued that the Babcock Foundation board produced a:

statement that includes democracy, inclusiveness, fairness, working on the issues of racism and poverty. If that's the work we want to do, then...the Foundation's board and staff had to walk the talk.... In order to be the best stewards of the resources that we have...we've got to have people at the table that will bring a diversity of perspectives that are going to help us make good grants.

Williams elaborated:

Now...there are [only] one or two more family members on the board than nonfamily members. And, of those nonfamily members...all but one are African-American. So the balance on the board shifted and we see it playing out in the board meetings.... [There was a] conversation among three of the African-American board members who were not agreeing. It was...out of their [personal] experience that the three of them were talking. Everybody else on the board just had to sit back and listen. There was nothing that a white person on that board could contribute to that conversation. It's the first time I have ever seen that happen on this board. I think everybody recognized it when it happened as something that was important in the development of the board and their learning about the issues that we are funding.

Whatever the degree or kind of diversity a family foundation board decides upon, by all accounts, it is a slow process that takes years to realize. In those cases where the process has been accelerated and more inclusive practices are found throughout the grantmaking institution, there is a solid commitment on the part of the board and staff leadership, along with program areas that will obviously benefit from diverse decision-makers.

Institutional Culture

The culture of family foundation philanthropy is elite, rather than diverse. It is a culture of people with money and power. Personal identity, as well as positions held in a family foundation had a bearing on study participants' viewpoints concerning organizational culture. All the CEOs praised the institutional culture at their organizations. Two used the word "respect" to characterize it. One woman executive director commented, "It's a culture of openness to learning and to change. Giving people lots of opportunities.... We've worked hard at that part about learning a respect for and engagement with ideas you may not understand...." Another CEO said: "The hardest diversity is class. That's the very, very hardest one. I think that I really struggle with that. I was so pleased when we brought a grassroots, ethnic minority [person] on our board. And it was so disappointing when he missed the first whole year of meetings and the board took him off." She did not elaborate on why this individual failed to attend the board meetings, but she attributed it to class differences. The male CEO of a larger, older family foundation mused: "We inherit the legacy of the founder, that is a white, male-dominated, traditional culture." With active family members interacting with staff who have diverse personal identities, however, that culture begins to transform.

While apprehensive about and critical of the organizational culture of philanthropy, the program officers at family foundations appreciated and had praise for their workplaces. According to one woman of color:

It is more open to diversity. I have never felt that I could not say exactly what was on my mind... There is a mutual way of doing things here that has not been present at other places I have been... Having said that, I think it could be better. Some things, as far as human relationships go, are not as well accepted in terms of diverse opinion as they might be. That is related to background. I don't come from privilege. I don't know what that is. I know it when I see it.... So I think that affects the acceptance of diversity.

Two other program officers commented that it was very difficult when they started working in the foundation field. According to a Latina:

I was jumping into a program where many of the grantees were colleagues, some friendlier than others. I had worked with them... I didn't have to learn the field. But, it meant that I had to pull away from a certain activist orientation. It is important to me personally to work around advocacy for women of color. It was hard trying to figure out a niche as a funder, how I could keep connected but not be directive... We also had hard discussions about some of the involvement that I could continue to have with certain issues... I wondered, isn't my integrity being trusted?... It's challenged us [at her foundation] and even brought us back to our commitment. I have to make sure that my actions are not being misperceived, that I am being fair, doing the best for the movement. It's very isolated work... I used to feel it more, but I am figuring out better how to work with my foundation colleagues... I also felt somewhat isolated because I felt that the perspective I brought was not really understood. So, that was sort of challenging....

This program officer's comments reinforce the importance of creating a welcoming environment for diverse staff. This challenges applies equally to boards of directors. The following case study examines a family foundation that has successfully addressed the challenge of diversifying its board by making a special effort to address issues of institutional culture and diversity practices.

Case Study: The Jessie Smith Noyes Foundation

Donna Chavis, a Lumbee (Native American), rotated off the Jessie Smith Noyes Foundation board at the end of 2000 after eight years of service. She was the first board member from the activist community and the first consciously selected with race in mind. "I still consider it a family board," she says. The three branches of the family have permanent representation. Chavis explains that it was a family decision to diversify the board by adding other trustees who have commitment, experience, and understanding of the issues. The family felt that the more minds present making decisions, the greater the chance of success. "We didn't have a formula, per se, or an approach you could write up," Chavis adds.

At Noyes, the board and staff are constantly aware of the need to evaluate their efforts. Chavis remarks, “We cautioned ourselves all the time that we didn’t have all the answers. We were constantly in formation.” She has been told that before she was invited to become a trustee, the foundation went through a process with a consultant that resulted in the development of a set of characteristics for board members. After this, the family became clearer that diversity of personal identity was among the gifts and traits they were looking for in new board members. “This requires trust in people who come from all walks of life and experiences to add their value and wisdom to the process,” says Chavis.

The Noyes Foundation has a history of valuing diversity. Even in its early days of funding scholarships, half of these went to people of color. As the foundation evolved into an environmental funder with respect for the diversity of the natural world, this valuing of diversity was extended to the recognition that there are many perspectives and viewpoints on environmental issues.

It was through this expansion of Noyes’s programmatic interest that Chavis came into contact with the foundation. Chavis was on the Planning Committee of the first People of Color Environmental Summit, which the Noyes Foundation funded due to its growing interest in environmental justice, under the leadership of the president at the time, Steven Viederman. Out of the work of the summit and continuing work on environmental justice, Chavis got to know Viederman. This was also a period during which the board was seeking to enlarge and diversify its membership. Viederman approached Chavis for her bio. Along with other candidates, she was interviewed and then invited to become a trustee.

Chavis notes that she always felt welcome and wanted on the Noyes Foundation board, something that she sees as central to successful diversity efforts. Chavis also had the chance to interact with all of the board in a social setting, prior to her first meeting, and that cushioned her entry onto the board. After taking the time to listen carefully and become oriented to the structures and culture of the Noyes Foundation board, Chavis feels that her voice was fully included into the institution. “Inclusion is an important element of diversity efforts,” Chavis affirms. “The Noyes family was sincere in its efforts to be inclusive of the diverse voices and viewpoints that were added to the board as it was broadened with nonfamily members. The expanded board continues to address and respond to this needed inclusion.”

When Chavis joined, the foundation was just beginning to move toward a more structured board, similar to nonfamily foundations. “When I came on we didn’t have a strong functioning committee system. Over eight years we [developed] a strong committee structure,” she notes. Most of the committee chairs today are nonfamily members as are the chair and vice-chair of the board. Chavis views this as “fast growth” in terms of process and goals. The old leadership is rotating off and talking about creative possibilities. It is an opportunity for the Noyes Foundation to evaluate how to bring on new people. According

to Chavis, “We constantly looked at ways to use the system we had. We wanted to pass along [not only] the functioning, but also the values.” With new board members coming on, the diversity mixture will change, but the commitment and values will be constant.

The Noyes Foundation board has made a decision to “step out publicly” with its internal diversity work. “This is not an easy thing to do, to put yourself forward in this way,” Chavis notes. At a November 1999 board meeting, the Noyes Foundation Communications Committee was specifically charged with developing communications strategies around board diversity. The Committee drafted the statement below which was approved by the entire board in April of 2000.

We at the Jessie Smith Noyes Foundation have come to embrace in practice the much-used concept of diversity. We have learned over time, in our work on both the board and staff level, how much it matters to bring together people who differ – in race and ethnicity, skills and occupations, gender and geography, age and sexual orientation, income and life experience. It has not always been an easy journey and we have been challenged by this effort. Nevertheless, we are firm in our commitment to diversity and understand that our work is not yet done.

There are many who find the use of the term diversity a difficult one to accept. To them it smacks of buzzwords and so-called political correctness. Yet as we work together to protect and restore Earth’s natural systems, and to promote a just and sustainable society, we have found that our differences are real and do matter. They have given us a wealth of knowledge that many of us otherwise would never have. We believe it’s important to our work to recognize and respect the differences among us, to value the varied experiences, perspectives and insights we bring to the table, and to struggle with those differences when they threaten to divide us.

As a foundation that believes in linking justice and sustainability, we are committed to assuring there is diversity among us because it enables us to comprehensively address these issues and because it is the right thing to do. We believe in the democratic process, and the continued openness of that process to include the voices of a wide range of people. We acknowledge and accept our responsibility to model in our own practices the ideals that we fund.

The Noyes Communication Committee developed short and long term goals: first to share information with the boards and staffs of other foundations about Noyes’ diversity efforts and second to increase the diversity of other foundation boards and staff. “Regarding diversity issues, Noyes staff continues to work with different committees of affinity groups to try and influence their practices on diversity and inclusiveness,” says current foundation president Vic DeLuca. “The first mailing of the diversity statement (about 1,000 copies) resulted in dozens of comments on its usefulness and a half dozen more detailed discussions about the mechanics of doing diversity work within a foundation.”

Chavis’s experience points to the importance of creating a welcoming environment for board members who are brought on explicitly to meet diversity goals. The Noyes Foundation’s long-term commitment to the cultivation of diversity on board and staff relates

closely to the leadership and vision of two successive presidents, who sought to re-focus the foundation on issues of environmental justice. The broad definition of the issue contained in this view includes a respect for diversity. Cognizant of the need to address questions of institutional culture, Noyes worked with an outside consultant to conduct a diversity assessment. Beyond addressing its own internal diversity, the foundation also sought to advocate among its peers for greater attention to this issue. The commitment of the foundation's Communications Committee to this advocacy, including the hiring of a consultant to write a brochure for wide dissemination, has allowed Noyes's diversity work to have an impact beyond the institution itself.

Large Independent Foundations

There was a surprising amount of consistency among the six large independent foundations we studied in the ways in which they had pursued and promoted internal diversity. As with the family foundations, first among these was "leadership from the top." Whether it was Gary Yates at the California Wellness Foundation, Franklin Thomas at the Ford Foundation (or his successor Susan Berresford), Beth Smith at the Hyams Foundation, Norm Brown and Russ Mawby at the W.K. Kellogg Foundation, Larry Kressley at the Public Welfare Foundation, or Gordon Conway at the Rockefeller Foundation, staff diversity occurred when the CEO made it his or her priority. Kressley, executive director of the Public Welfare Foundation since 1992, and the first openly gay CEO of a major grantmaking institution commented:

There was not much thinking about diversity before I became executive director. There were no people of color on the program staff, only administrative support positions. There has never been a board policy discussion about it. It has been something to which I have been committed. I think the board's response has been, ranging from one director to another, pretty solid support.

The board of trustees might also have been involved in these decisions, of course, but it was the CEO's day-to-day signal that diversity was a priority that made change occur.

Second, these foundations included diversity as an important element of key written materials. At Kellogg, the foundation's program guidelines cite the foundation's values and principles, including the statement: "diversity and integration are essential for creativity and motivation; all communities have assets including history, knowledge and the power to define and solve their own problems." In its 1998 annual report, Kellogg's president, Dr. William Richardson, states that the foundation's work is guided by four compass points; among these is a genuine respect for diverse voices. The Ford Foundation's mission statement affirms that the foundation seeks "to ensure participation by men and women from diverse communities and at all levels of society" in addressing social problems.

(However, it is worth noting that the foundations in the sample have generally not included sexual orientation and/or disability in their definitions of diversity.)

At Hyams, Kellogg and Rockefeller, a third practice is followed: preparation of an annual report to the trustees on internal diversity. This obviously keeps the issue both prominent and current within the foundation.

Finally, once diverse staff and trustees were appointed, several of the independent foundations made special efforts to integrate them into the routine work of the foundation. Susan Berresford, the president of the Ford Foundation, said that she made it a point to include newly hired diverse staff in foundation-wide task forces that address personnel and other policies on an ad-hoc basis. As its board of trustees became more diverse, the Hyams Foundation board created three new board committees as a way to share authority as widely as possible among its members.

At the Rockefeller Foundation, an informal staff dialogue on diversity has developed into ICORE (the Internal Conversation on Race and Ethnicity) in which the Foundation's president, Gordon Conway, participates. ICORE concerns itself with the internal foundation culture and its policies as they affect diverse employees.

Institutional Culture

While the independent foundations in our sample have generally done well in recruiting diverse staff and trustees, we frequently heard from diverse staff of these institutions how unwelcoming or difficult their institutional cultures were to adapt to. A gay man of color on staff of an independent foundation said, "You primarily have white men in power, giving directions to all the people of color." While diversity has been addressed within all the foundations highlighted here, it appears that a gap still remains between those in executive management positions and those who serve under them. A lack of diversity at the top level has caused a degree of tension amongst programming staff and created an elitist atmosphere in some instances. While diversity at the programming level may provide a greater responsiveness to the needs of representative communities, multiculturalism in executive management is important to create an atmosphere of better understanding and responsiveness within the foundation culture.

One program officer noted how "steep the learning curve is" at her institution. Another respondent may have put her finger on the problem when she observed how much her foundation operated on an academic model. This is a historical trend. When Andrew Carnegie and John D. Rockefeller invented the modern independent foundation in the late 19th century, they were interested in applying the best available knowledge to the underlying causes of social problems. Consequently they turned to academic experts to staff and guide their foundations. This tradition continues. For example, of the foundations in our sample, the president and CEO of the Kellogg Foundation, Dr. William Richardson, was formerly

the president of Johns Hopkins University. Gordon Conway, the president of the Rockefeller Foundation, was previously vice chancellor at the University of Sussex, England.

The academic culture instilled by this tradition encourages rather direct criticism from one's colleagues of one's work product – similar, in effect, to a dissertation defense or peer review of a journal article. This kind of direct criticism, so normal in the academic tradition, may be foreign to people who have been denied access to the academy. Due to societal barriers, people of color are disproportionately represented in this latter group; however, it is important to note that white people without access to higher education also experience this disconnect. As a result, direct criticism of a work product like a grant recommendation can in some instances be perceived as personal and hostile.

Even when this academic culture does not prevail within a foundation, other forms of cultural practice can form invisible barriers to the incorporation of diverse staff. For example, at the Hyams Foundation, an outside consultant was brought in expressly to evaluate the foundation's institutional culture. This person identified a culture of "niceness" that was felt to be oppressive by some of the diverse staff, who felt they could not express themselves candidly using direct language, which they worried might be perceived as "not nice." This experience forms a marked contrast to the concerns of diverse staff in organizations in which an academic culture dominates. Taken together, these experiences point to the multifaceted nature of both institutional culture and the perspectives of diverse staff. Blanket prescriptions for adapting institutional culture are thus incomplete; institutions must undertake their own processes of self-reflection and evaluation to identify particular aspects of their own institutional culture that may need adjusting to make them more welcoming to diverse staff.

To illustrate the different kinds of challenges that different institutions face with respect to diversity, as well as the various strategies that they can employ to address them, the following two case studies examine a large, well-established, national foundation (the Rockefeller Foundation) and a medium-sized, recently created, regional foundation (the California Wellness Foundation).

Case Study: The Rockefeller Foundation

Staff diversity did not come to the Rockefeller Foundation until 1978, when the Foundation hired Dr. Bernard Anderson, an African-American economist, to develop a program on inner-city youth unemployment for African-Americans. Anderson, aware that Latino youth unemployment in the inner city also was a serious problem, in turn hired Aida Rodriguez, a Latina PhD, as a research associate to help direct the work. In 1981, when Rockefeller created its Equal Opportunity program area, Anderson became its director (Díaz 1999). In 1988, Rockefeller's commitment to diversity was reinforced when Peter Goldmark was named president. Based on his experience as a former state and local government

official, Goldmark came to the foundation committed to the value of diversity. (As described in the survey findings chapter, the public sector has taken a leadership role in promoting staffing diversity: see p. 21.) Under Goldmark, the foundation developed an affirmative action policy that stated, in part, “the foundation systematically invests in the professional development of minorities and women and their promotion into leadership roles.”

When Gordon Conway succeeded Goldmark as president in 1998, he also bought a commitment to diversity based partially on his experience and familiarity with its value from his days as the Ford Foundation’s representative in New Delhi. Early in his tenure at Rockefeller, Conway began a review of the foundation’s values related to grantmaking that came up with the following principles: equity, fairness, creativity, diversity and respect. While these values were developed to guide relationships with grantees, staff decided that they also were important for guiding internal relationships and the way staff members dealt with each other. This was followed by a series of staff retreats, which led to a great deal of discussion about the principles as they applied to internal staff relationships.

Another important development at Rockefeller was the Internal Conversation on Race and Ethnicity, or ICORE, which was formed in 1996 by a group of concerned staff members that got together after a few inter-staff incidents at the foundation. ICORE has evolved a multi-faceted discussion group that has looked at the foundation’s policies and procedures to see where they are “on track” on diversity or how they could be used to promote inclusiveness. The group has developed an ongoing conversation about promoting a culture of diversity at the foundation, in which staff can talk about issues of race and ethnicity that arise in the general press and could affect the workplace. Finally, ICORE has also served as a space in which to examine how issues of diversity and inclusiveness play out in the Foundation’s work.

At the trustee level, the board monitors its own diversity and is very active in this area. Of sixteen members, four are from American minority groups and another three come from developing countries. Another important and related part of the Rockefeller approach is an annual numerical report for the trustees on staff diversity.

Conway believes that staff diversity is not as simple as just increasing numbers. Rather, it is an ongoing challenge, including such issues as how to retain diverse staff, what their professional prospects are, and salary equity. He calls these “second generation” issues with respect to diversity (some of which are addressed in the survey findings included in this volume).

The Rockefeller case illustrates some important principles about implementing staff diversity. The first is leadership from the top, starting with the trustees’ creation of the Equal Opportunity program area and continuing with the leadership provided by foundation presidents Peter Goldmark and Gordon Conway. Another is the importance of written

mission or value statements that include diversity. Finally, Rockefeller's experience highlights the importance of seeing that issues of diversity are not simply about adding numbers but also about staff relationships and making the culture "diversity-friendly."

Case Study: The California Wellness Foundation

One grantmaking institution that has been working to address issues of diversity is the California Wellness Foundation (TCWF). The organization, "an independent, private foundation created...to improve the health of the people of California," has made concerted efforts in recent years to diversify its board and staff. Gary Yates, CEO, highlights the changes at TCWF: "In 1992, when the Foundation was established, the board was composed of all white men. As we recruited new board members we paid attention to the issue of diversity and now the majority of the board is people of color and one third are women."

TCWF encourages grantees to maintain a diverse board and staff appropriate for the population or communities served. Gary Yates considers it clear that TCWF holds itself to a similar standard:

It's a philosophy. It would be hypocritical to encourage grantees to diversify boards and staff if we didn't do the same. Because the Foundation serves the diverse people of California, diversity on our board and staff is important and appropriate.

At both the staff and executive levels of the organization, the issue of going beyond simply hiring diverse staff is raised. The organization considers it essential that internal diversity exist to facilitate the diversification of its grantmaking. This process, however, is an ongoing one, a point illustrated by a former senior program officer, who is Latino:

There was a commitment articulated to me to create diversity at California Wellness when I was brought off the street and hired. The idea was to start internally to make our grantmaking diverse by having diverse staff and board members who had connections to the community. But it's an ongoing process. Foundations are just a microcosm of the wider society, whether it be the corporate world or schools. Diverse faces don't necessarily mean everything is playing itself out with diverse grants.

It has become apparent to some at the Foundation that diverse staff and board should represent different aspects of the culture and constituencies from which they come. It is not enough to have staff from diverse communities; one must also examine differences within those communities, and seek representation along these lines. The same respondent points out:

There are a number of different levels of challenges. Having diversity on staff (or board) doesn't necessarily translate into diverse grants. Why? We can be naïve that by bringing a Chicano, we now have the perspective for all Latinos. But, I/we're not monolithic. I cannot represent all Latinos.

The assumption that one individual can represent the perspective of an entire culture may generate unrealistic expectations. Socioeconomic status and educational background enter into the picture as well. “Foundations need to delve into communities far enough to find the best candidates. That is the reflection of how serious you are. If not, there is something wrong,” said this respondent. For example, choosing individuals from an academic background may not necessarily provide an accurate insight into a particular culture, particularly if that culture tends to have proportionally fewer college-educated members.

The issue of institutional culture presents a challenge for many kinds of organizations, and TCWF has been no exception. While the board and staff of TCWF have become largely multicultural, the perception persists that the organization continues to be dominated by a white male culture. For members of the organization, this has at times led to tension. Another senior program officer, an African-American woman, explains:

In philanthropy we say when you take a job here you met your last real friend and ate your last bad meal because it can be a corruptive environment.... And it takes a lot of work to define and stay connected to your core values. And if your values are inclusion and equity and mutual support and participatory decision-making, and you come into an environment that is very hierarchical, [with] male-dominated, white, upper-middle-class, corporate values, [this] can be very off putting. [However,] once you begin to understand who the people are that you work with and your backgrounds and the similarity in your background the differences fade away. But that takes a lot of work. And that kind of purposeful work in an organization has not been a priority...so you had to do it as part of your extracurricular activities.

TCWF addressed these issues in a variety of ways. The foundation recently brought in a consultant to run a cultural competence training program. This program began to open doors for different members of the staff to express their frustrations and concerns about their corporate culture. For much of the staff, this was as an eye-opening experience. Constructive dialogues of this kind have been helpful in bringing issues of corporate culture to the forefront and in beginning to address tensions among staff.

While diversity has been addressed within the foundation, it appears that a gap remains between those in executive management positions and those who serve under them. A lack of diversity at this level has caused a degree of tension amongst programming staff and has created an atmosphere perceived to be elitist within the foundation’s culture. This example emphasizes the necessity of maintaining a diverse representation at all levels of the organization. While diversity at the programming level may provide a greater responsiveness to the needs of representative communities, multiculturalism at the executive management levels is important to create an atmosphere of better understanding and responsiveness within a foundation’s culture.

The increased ability of staff and board to understand the needs of grantees from similar backgrounds has greatly added to the capacity of the foundation to handle grants from a more representative multicultural base. As a senior program officer explains, “When the grants come in and the subject matter in the grants is understood by people, you can get to the heart of the issue much quicker.” Staff diversity at TCWF is thus understood to encourage diversity amongst grantees.

The lessons of diversity at TCWF have transcended simply hiring members of different ethnic and racial backgrounds. Because the Foundation serves the state of California and its diverse constituency, the value of a multicultural board and staff has become apparent. The need to address the deeper organizational culture has been necessary to achieve progress in breaking down barriers to a supportive work environment. Hiring practices have sought out members that are close to the communities they represent and can be an asset in directing assistance to where the community’s needs exist. This is particularly effective in having staff members being able to solicit proposals in greater numbers from their community as well as having a better understanding in evaluating those proposals.

Conclusion

Diversity practices are implemented only with leadership from the top. Executives and senior management are central to any commitment to diversity. Endorsement from the CEO and board authorizes action as well as financial support and leads by example. Case studies and interviews demonstrated that hiring and promotion of diverse individuals at the senior levels is the most desirable form of recruitment. In addition, selection, timing, and planning are critical for introducing the right person(s) to both board and staff. By hiring or recruiting more than one “token” diverse board or staff member, foundations achieve critical mass. A cascade effect follows as diverse hires make subsequent recruitment easier through their access to networks and talent pools. This also affects institutional culture and makes retention easier.

We found that staff and board diversity usually follows programming, although the converse is not necessarily the case. For example, the presence of more women in the field has not led to more funding for women. However, women tend to be hired where programs for women are initiated. Foundations often seek out those with knowledge of the issues funded and hire from grantee communities. The overwhelming rationale for diversity is to reflect constituencies served. Diversity is increasingly viewed as part of foundations’ accountability mechanisms to populations they fund.

Multiculturalism advances programmatic goals in a nonprofit climate that serves an increasingly diverse grantee base. It helps in gaining access to and conferring legitimacy with constituent groups. Foundations that have created programs addressing issues of concern to

lesbian, gay or bisexual communities, people of color, people with disabilities, or women, for instance, require the knowledge of these groups in order to ensure good grantmaking and to develop relationship with and trust among constituencies.

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Community Foundations and Progressive Grantmaking Public Charities

William A. Díaz and Aileen Shaw

The philanthropic field is so white and so beneficent in its strategies to fund communities of color.... A feeling that “we should do this and we should help them out” permeates the culture. There are too few strategies around justice or equity. Most of philanthropy is white; it emanates from accumulated wealth, and the opportunity to accumulate wealth has been disproportionately spread. With the history came practices and assumptions about other people.... The culture within philanthropy is the problem. (Foundation CEO commenting on what keeps diverse groups from succeeding in philanthropy.)

Introduction

This chapter deals with two types of public charities: community foundations, and progressive grantmaking public charities. We have grouped them together because as public charities they must both meet the Internal Revenue Service’s “public support” test (IRS Code Section 170(b)(1)(A)(V)), showing that they normally receive, on a continual basis, a reliable part of their support from the general public, government, or, a combination (Freeman 1991, p. 10). We believe that the “test” makes these organizations particularly sensitive to increased diversity in the population, and, therefore, more open to diversity initiatives in their organizations. The progressive funds, in addition, would be more inclined to diversify as a matter of ideology. Moreover, the progressive funds are unendowed; raising their grantmaking budgets from year-to-year again makes them especially sensitive to their “markets.”

We found that both community foundations and progressive grantmaking public charities were particularly responsive to diversity concerns, if for different reasons. Community foundations indicated that board and staff diversity efforts were promoted by the changing demographics of their home communities. Progressive grantmaking public charities, in contrast, were prompted towards diversity efforts by their progressive ideologies, which usually embrace a concern for disadvantaged populations and social justice. The operational flexibility of community foundations allows them a fair degree of latitude in creating new structures to accommodate diversity. The grantmaking public charities we studied tended not to have similar advantages in terms of operational structure. Their diversity efforts focused instead either on human resources, including internal diversity

training and diversity audits, or on sources of funds, incorporating diverse populations – principally people of color – into their boards and donor pools.

Community Foundations: The Entrepreneurs

Doing the right thing isn't enough of a reason to undertake a diversity effort. It has to be motivated by business reasons, linked to the bottom line (Paul Verret, president, The Saint Paul Foundation).

Introduction to Foundation Type

One of the fastest growing segments of the foundation field is the nation's 560 community foundations (Renz and Lawrence 2002, p. 6), which are expected to raise funds from a diverse enough pool of funders to meet the IRS's "public support test." Typically, therefore, community foundations have multiple sources of funding, and at the same time, they are grantmakers. In this role, their grantmaking is generally restricted to a local or regional focus. In 2000, giving by community foundations totaled \$2.17 billion, accounting for 7.9% of total foundation giving that year (Renz and Lawrence 2002, p. 6). Reflecting their growth in the field, giving by community foundations increased 220% between 1991 and 2001 (Renz and Lawrence 2002, p. 5). The local focus of these institutions and their interest in raising support for their endowments from a range of donors makes them especially sensitive to demographic changes in their focus communities. The foundations we studied, The San Francisco Foundation, The Chicago Community Trust, and the St. Paul Foundation, were motivated in their efforts to diversify their staffs and boards mainly by the increasing diversity of the populations in their home communities.

Study Sample

We interviewed the three CEOs of the sample foundations, two of who are white males and one of who is Latina, and also self-identifies as a lesbian. Also interviewed were three females (an African American, an Asian, and an American Indian) who were on the senior staffs of two of the foundations. As with the other foundations chosen for the study, these foundations were selected based on their success at diversity and for the variety of their geographic location and size. (See the Appendix for more on the case study samples.)

Institutional Culture

The one word that best characterizes the institutional cultures of community foundations is entrepreneurial. As fundraisers they are constantly looking for new ways to be responsive to the needs of their particular geographic areas. Moreover, they are extremely flexible in the kinds of funds and structures they can use to respond to community needs.

Indeed, the title of a 1989 Foundation Center book on community foundations is *An Agile Servant* (Magat 1989). As the next section on Best Practices illustrates, our sample of community foundations used various means to stretch and embrace diversity – creating special diversity funds and even grantee organizations to accommodate diversity.

Best Practices

Examples of this flexibility in accommodating diversity include the Saint Paul Foundation's and the Chicago Community Trust's expansion of their boards of trustees in order to create diverse boards. By undertaking these efforts, these foundations have made a conscious commitment to increasing the internal diversity of their organizations, while preserving existing structures. Provided that an organization's bylaws allow for it, expansion of the board may be one way to incorporate diverse perspectives. As noted among other foundation types, board training then becomes a crucial aspect of successfully incorporating new board members into the existing culture, and presumably affecting that culture in the process.

Both the Chicago Community Trust and the San Francisco Foundation have created internship programs to bring young people of color onto the foundation's staff. The San Francisco Foundation's Multicultural Fellowship Program pairs each of four fellows with a program officer working in different program areas of the foundation. This mentor relationship allows the fellow to gain an intimate understanding of the workings of a foundation, and to learn about grantmaking from a hands-on perspective. The fellows are integrated directly into the existing work of the organization, rather than placed on a separate track. By institutionalizing and publicizing this form of outreach to diverse communities, the foundation makes an effort to diversify its internal culture. By focusing on professionals who are early in their careers, the Foundation seeks to expand the pool of diverse professionals seeing philanthropy and nonprofit work as a career choice.

The foundations in our sample also seemed ready to create new, sometimes ad hoc, structures and positions to increase or maintain diversity. The Chicago Community Trust, for example, created a Senior Fellowship for a prominent African-American community leader who was rotating off the board in order to keep him involved in the foundation. He now runs a new nonprofit, the Human Relations Foundation of Chicago, created by the Trust to promote religious, racial and ethnic harmony among Chicago's diverse populations.

The Saint Paul Foundation has created three diversity funds directed by ethnic community leaders to address the needs of their communities. These funds also provide a talent pool from which to recruit new staff and board members. The next section, a case study of The Saint Paul Foundation, explores the impact of these efforts on the Foundation's diversity practices.

Case Study: The Saint Paul Foundation

The Saint Paul Foundation's efforts to diversify its board and staff have been extensive. These include a new strategic planning process involving diverse community participants as well as the creation of three ethnic-specific diversity endowment funds. These funds are dedicated to supporting the programs and projects in their specific communities, and are led by ethnic community leaders from their respective groups. Participation in these funds has brought diverse community leaders onto the staff and board of the foundation.

These diversity fund initiatives have two primary sources. First is the arrival in Saint Paul of large numbers of Southeastern Asian refugees, following the fall of South Vietnam in the 1970s. Encouraged by a refugee resettlement effort led by Minnesota's Lutheran churches, the community perceived this new influx as a wake-up call to examine how to respond not only to Saint Paul's new Hmong population, but to its other diverse groups as well. According to the foundation's president, Paul Verret, the foundation was very concerned about not frittering away the lead time it was given to address the new Hmong immigrants, which was estimated at 40 years.

The second impetus for change was a 1992 Ford Foundation grant that encouraged the Saint Paul Foundation to increase board and staff diversity. Part of a larger Ford initiative called "Changing Communities," these grants were designed to help the 20 participating community foundations assess the demographic changes underway in their communities, and to examine how these changes might affect their programs, operations, and fund development activities (Wittstock and Williams 1998). The Saint Paul Foundation used its Ford grant to educate its trustees about the diversity issue, to, among other things, "get the trustees into the community," according to Verret.

The need to change the board and staff slowly emerged from these activities. To address this issue at the board level, the foundation expanded the board's size from 14 to 20 and engaged a consulting firm to search for diverse board candidates to fill the six new slots. According to Verret, the diversity effort has to start with the board because "the staff pays attention to the board." At the staff level, the foundation set some specific goals and percentages concerning its diversity objectives. Then the board became "restless," eager to initiate a diverse grantmaking program. To address this "restlessness" the foundation, in 1996, began a strategic planning process with the creation of a diverse Community Advisory Committee (CAC). The CAC recommended that the foundation concentrate on achieving three outcomes: 1) an anti-racist community; 2) economic development for all segments of the East Metropolitan Area (where Saint Paul is located); and 3) strong families.

Encouraged by these two new developments – the influx of diverse immigrant populations, and the activities inspired by the 1992 Ford grant – the foundation took a

further step toward diversity in 1995 with the creation of four “diversity funds” for Latinos, African Americans, Native Americans, and Asian Americans. Each is directed by a committee of community leaders and raises endowment funds from its respective community. The funds earned from the new endowments then are granted to nonprofit organizations in those communities. The funds also play a role in providing feedback on the foundation’s diversity efforts and have developed a pool of diverse leaders from which the foundation has drawn for trustee and staff positions.

According to Paul Verret, “doing the right thing wasn’t enough of a reason to undertake a diversity effort. It had to be motivated by business reasons linked to the bottom line. Diversity can lead to the growth in the endowment. It is important for diverse communities to see that business is being done differently before they will contribute to the foundation.”

Conclusion

As we expected, community foundations were particularly responsive to diversity concerns. Time and again, the community foundations’ chief executives and trustees remarked that the changing demographic composition of their home communities required them to diversify their staff and board to resemble this new demographic reality. The community foundations used various operational strategies to accomplish their diversity goals. Among these were: expanding the board of trustees to add diverse members; creating new nonprofit organizations to employ diverse community leaders; developing internship programs for emerging minority leaders; and establishing diversity funds managed by diverse community leaders. The case study of the Saint Paul Foundation indicates that programming that focuses on diverse communities can go hand in hand with increased staff diversity. Indeed, staff diversity may follow programming, a trend also visible in other foundation types studied in this research project.

Progressive Grantmaking Public Charities

Introduction to Foundation Type

Public charities are 501(c)(3) organizations that derive their funds primarily from public support. As such, this broad category includes many organizations that do not make grants. Within the subset of **grantmaking** public charities, program interests and missions are multivariied. In this section, we focus on those grantmaking public charities that are not generally included or monitored by the foundation field and often are referred to as “alternative” funds. For the most part, these are small, regional entities engaged in grantmaking that addresses economic, political, and social justice issues. Their experiences

reflect a variety of diversity practices encompassing a range of board, staff and/or grantmaking policies.

Among the progressive public charity grantmakers with the best records of diversity (see Table 13 in the Appendix, p. 140), women comprise 38.0% of boards and people of color 12.7%; while at the staff level, people of color are 24.3% of total staff, the highest proportion of all foundation types.

Progressive grantmaking public charities play multiple roles in the community beyond that of grantmaker. Their structure and processes often set an example for larger foundations in their program areas. In addition, their role in seeding fledgling organizations and helping them get on the radar screen of larger foundations has been of great importance to many social justice organizations.

Study Sample

This section is based on 13 interviews at six progressive public charities. Interviewees were four men and nine women. Seven were white, five were black, one Latina. Twelve reported that they are heterosexual, one is gay or lesbian; and one had a disability. The progressive public charities range in size from \$1 million to over \$100 million in assets and make grants from \$1 million to \$27 million annually. However, two-thirds have assets of less than \$5 million. As a point of comparison, within the field in general, 61% of foundations have less than \$1 million in assets, while 2% have over \$250 million in assets. (Lawrence, Gluck, and Ganguly 2001, p. 21). The organizations studied are: A Territory Resource, The Boston Women's Fund, The Foundation for the Mid South, The Headwaters Fund, The Jewish Fund for Justice, and the Tides Foundation. Two are located in the Northeast, and one in each of the South, Midwest, West, and Northwest.

Controlling for asset level, the average number of paid staff at the organizations we examined is 6.75. Staff roles at public foundations are considerably more varied than at private institutions. Staff functions incorporate a range of professional expertise including fundraising, marketing, public relations, and financial advising. Only a few operate as program staff. Even in this capacity, their role in the grants process is often not as decision-makers. Rather, advisory committees occupy that function, and the staff prepares dockets. Then, the board votes on grants. Some organizations are completely donor-directed funds so that diverse staff and even board have limited control over the grantmaking direction.

The median board size of public charities is 15.2 (Council on Foundations 1998a, p. 10). The public charities described in this chapter have boards varying from six to 26 trustees; the average size is 16. Interestingly, in the case of public charities, the number of board members does not correlate to asset size. Indeed, those charities with smaller assets tend to have larger boards than organizations with greater financial resources.

Diversity Practices

Each of the organizations identifies as progressive and all are primarily engaged in social and economic justice activities. Funding is directed to disadvantaged communities and all are advocates of systemic social changes directed toward alleviating the root causes of poverty. These foundations are actively engaged in dialogues around class, gender, and race whether as part of board or staff composition or in the context of region of operation and issues funded. While diversity and inclusiveness feature in each organization's mission and values, either explicitly or implicitly, disability and sexual orientation are not yet included in these definitions.

The grantmaking public charities we studied challenge the traditional norms of who should be involved in grantmaking. Fundamental to these grantmakers is the belief that in determining where money goes, real community change can only take place when those at the level affected are involved in deciding where resources should be allocated. Diversity provides credibility that allows these organizations to reach out to and include the communities they serve. As a result, many of the organizations have incorporated diversity objectives into the mission, vision, and policy statements of their institutions. At the Foundation for the Mid-South, a set of Guiding Assumptions and Founding Objectives embody the foundation's commitment to "inclusiveness across race, class, and gender" as a hallmark of its activities. According to president George Penick, "If we were not diverse, we could not do our work."

The grantmaking public charities in our sample are all engaged in some level of activity to attain and maintain staff diversity. Diversification often has begun with an institutional assessment or audit, which has defined problem areas and identified barriers to advancement. Examinations of this nature generally resulted in increased attention to hiring and promotion of diverse individuals. Having completed these stages, internalizing diversity in the operations and management of individual public charities remains a challenge. Interviewees consistently stressed the need to reach diversity goals that go beyond tokenism and number counting to address overall institutional culture. Those efforts that have become institutionalized have taken time. Two of the diversity efforts in the organizations interviewed took ten years.

Several diverse staff at institutions studied indicated that they were attracted to their jobs by the presence of diverse leadership at the top. In many respects, interviewees attest, leaders create the institution's culture. Commitment by the leadership is central to the success of any diversity effort. One program officer summed it up simply: "We were lucky. We had a senior guy that was willing to listen."

Good intentions aside, opening up dialogue among people of diverse identities requires sensitivity, and outside consultants can provide assistance with diversity efforts.

Interviewees stressed the importance of working with professionals trained in interpersonal communication and organizational development. Apart from their particular expertise, another form of assistance that consultants can offer is to raise sensitive issues with senior management or the board in a relatively neutral context.

A practice adopted at some of the institutions studied is the use of joint staff-management committees. Generally these appear to be successful. Participants agree that while they tend to be somewhat unwieldy and extremely time-consuming, ultimately the effort is worthwhile. Defining the decision-makers, however, is key to their success. One senior staff person clarified:

We've talked through some really knotty issues with management-staff committees. You can't totally cede control of the thing. That's the trick. Committees are good, but they are advisory. In other words, you're not making policy at that level but you're talking through the issues and trying to come up with proposals that everybody has consensus on.

One factor persistently underscored by interviewees is that with diversity efforts, there is no right way. According to one senior manager involved in a multi-year effort, "My experience is you have to keep working at diversity, it could slip into something else very easily."

In handling multicultural workplaces, interviewees stressed the need to be sensitive about training in terms of "learning, appreciating, and recognizing the little things that people might say or do that they don't mean to." In all of the awareness about personal and political consciousness, attention to people with disabilities is rare. One participant summed it up thus: "Disability is the thing people are totally oblivious to." Disability manifests itself in small ways, according to a staff member with a disability. For example, if there is a break in a meeting, people suggest taking a walk. "Not many people see me as disabled.... As I get older, there are certain things I can't do, sit cross-legged on the floor for instance." Disability, according to the interviewee,

is not seen a political in the same way as, let's say, racism and sexism. There is a feeling that its bad to discriminate against people with disabilities, and I think people are supportive of Americans With Disabilities Act, but I don't think its on the radar screen.

Ageism is another issue not generally tackled in workplaces. With ageism and disability, explained our interviewee:

We're still at the consciously not discriminating stage, as opposed to affirmative action.... For sexual orientation, culture or gender, we ask "how do we change the culture to make it more friendly", but with age, disability, we always care about **not** discriminating but it never has translated into positive action.

Particularly at organizations where the board is not diverse, conducting grantmaking by program or advisory committee enables the foundation to operationalize its commitment to diversity. Most of the public charities surveyed (with the exception of one where funding is primarily donor-directed) operate with a grants committee structure in which board members and/or grantees actively participate in funding decisions. The role of program staff and the amount of discretion accorded to them vary according to institution. At some institutions, staff makes recommendations generally endorsed by the board; at others, the entire grants process, from reviewing proposals to conducting site visits, is the responsibility of the board or a subcommittee thereof. The practice of utilizing advisory committees as mechanisms for changing the power dynamics by assigning certain tasks to a sub-committee of the board is common. Diversity, to the extent possible, is a central feature of these bodies, as these organizations have consciously looked to such committees as ways of enabling multicultural constituencies to participate in decision-making and governance.

The following sections look at different instances of these and other diversity practices undertaken by the progressive public charities we studied. Some of these organizations make an effort to diversify their donor base to include diverse communities. Others incorporate diversity into their boards of directors. Yet others seek to make explicit the unspoken role of wealth and status in shaping institutional culture. Finally, some organizations that have addressed diversity in numbers seek to take the next step and refashion institutional culture with diversity in mind.

Diversifying Donors

Two of the organizations in the study, A Territory Resource and the Tides Foundation, have consciously moved away from reliance on wealthy, white donors as primary sources of funds. Changing demographics necessitate reaching out to and developing relationships with diverse communities. In many cases, these are communities that have different giving traditions and philosophies; philanthropy is not part of their language.

Diversity is holistic at A Territory Resource (ATR), where it is seen as part of an entire organizational culture based on diversity of missions, goals, and programming. This ideal affects governance, staff, and membership (donor) base. ATR supports progressive, community-based organizations in Idaho, Montana, Oregon, Washington, and Wyoming. Over its 22-year history, ATR has funded a wide range of activist organizations working in communities of color. Ten years ago, believing it was important to reflect the diversity of society in its own organization, ATR began to examine its internal diversity. According to former executive director Carol Pencke, the process was undertaken as part of an effort to model the organization on a kind of society ATR was working to create.

The effort involved consultants who worked with the board, staff, and membership. The Foundation held focus groups of African Americans, gay men, and other nontraditional

donor constituencies, and emerged with the realization that these groups were important to target and include as philanthropists, a reflection of the region's changing demographics. ATR expanded its definition of membership to make the foundation more democratic and inclusive. Recognized donors are defined as individuals who contribute \$1,000 a year or more than 1% of their income to the foundation. The change emanated from ATR's mission, which prioritized working in communities of color, as well as low-income communities, and from a belief that the well-being and success of the organization depends on having people from these communities represented at all levels. Membership has soared almost 50 percent in two years and ATR now has a membership more diverse than at any time in its history.

Another major shift that resulted from ATR's diversity initiative has been a change in the board composition. Formerly, ATR operated with a governance structure that had two boards, an advisory board, which was diverse, and a donor board, which was all white. Along with the expansion of membership, ATR amended the organization bylaws, and combined the donor and advisory committees. As a result the board has become more diverse and inclusive of people with strong ties to communities of color and activist organizations. The next section describes efforts by other organizations to undertake similar board diversification.

Diversifying the Board of Directors: Selection, Training, and Structure

The progressive public charities studied have different reasons for wanting to diversify their boards of directors. In general, because they raise funds from a variety of sources, public charities tend to be more image-conscious than some independent foundations. At one foundation studied, attention to the need for board diversity emanated in part from a perception that the organization was viewed as elitist or paternalistic. This led to a focus on diversity, according to one interviewee, "not just in ethnic terms, but also a class concern.... You can't have diversity without taking into account nonracial, nonethnic aspects." For many interviewees, diversifying as a way to improve the image of an organization in the community raised the question of "tokenism," namely, hiring one member of a particular constituency and expecting that person to represent all diversity. Despite this concern, the situation is a reality in some institutions.

Smaller, less diverse boards reported problems with long tenure and lack of terms. As with many family foundations, at some public charities, historically the board was extended by friends of the founder. Nevertheless, there is evidence that a pattern is emerging at the institutions studied of board selection becoming a more self-conscious process with specified criteria. This process includes modifying different aspects of the overall board recruitment process, including selection, training, and board structure.

In choosing new members, the institutions are aware of the need to advance their strategic programs, which often include outreach to diverse communities. However,

philanthropy often lacks visibility at the neighborhood level, making recruitment of community activists for board positions particularly difficult. Catherine Joseph of the Boston Women's Fund, at the time of her interview the director of programs, initially came to the Foundation as a board member. While a community activist, Joseph recalls knowing nothing about the philanthropic community, or having served on a board before being invited by a friend to join BWF. "I had thought that people who served on boards were other people, not people like myself...people on the rise, on the move. This perception that I had prevented me from looking at that area of serving on boards."

Once diverse board members have been identified, how are they integrated into the institution? Several interviewees reported that for the first time, their organizations were providing an orientation program for new board members, which usually involved distributing materials containing the history of the organization and current programs, budget, and policies. However, having such programs is not necessarily the norm. At one foundation, which operates with a six-committee structure, the CEO comments that training is minimal. "Generally, people coming on the board know something about us, because we decided that it is not the way to go to ask strangers on to the board," the CEO notes. Before joining the board, members would have served on a committee first.

Indeed, grantmaking committees may be separate from the board of directors. At the Boston Women's Fund, an Allocations Committee reviews applicants and makes funding recommendations. In recruiting participants, advertisements are placed in community newspapers and among grantees. Recently, the Fund began paying a stipend to participants as a way to recognize the effort involved in participating and to aid retention.

For some progressive public charities, the challenge of recruiting diverse board members is particularly acute. Religious grantmaking entities raise money from a narrower base than other public foundations – namely their congregations. Religious giving programs such as the Jewish Fund for Justice, Unitarian Universalist Veatch program at Shelter Rock or the Catholic Campaign for Human Development are among the country's prominent funders of grassroots organizing. All operate with boards that reflect the congregational or religious identification of the groups in question. As with many faith-based organizations, the commitment to community organizing is central to the mission of the Jewish Fund for Justice. The Fund has had discussions about creating an advisory committee, but "there was concern on the board about doing this in a tokenistic way...if you go out and recruit people for this role, we need to figure out what it is you want them to do. If you don't do that, then I think it's not authentic," said executive director Marlene Provizer. The challenge is to have a type of engaged advisory structure that would bring in other voices.

"Finding the right combination of skills, talents, and demographics is hard," mused a CEO of one regional organization. Some public charities have attempted to integrate diversity by developing grids for boards that indicate experience and skills as well as gender

and race. ATR, for example, uses a matrix of skills and talents. A board skills questionnaire requests information relating to political skills (including community organizing, membership building, fundraising, anti-racism experience); people skills (time availability, consensus building); and technical skills (including personnel management, legal, grantmaking, organizational development). It also surveys members' constituency experience, race/ethnicity, economic class, and connections to communities. In addition, the foundation looks for skills in program areas that it funds.

Public charities operate with the necessity to raise funds in order to give them away. Practical considerations put constraints on the selection of board members. The president and senior staff at two institutions conceded that monetary considerations led to a very deliberate choice in the kinds of people invited onto the board. Public charities that do not have an endowment are very conscious of the need for board members to bring in money. By necessity, the priority is for people who have access to influence and money rather than individuals that reflect or serve as a model for the region or areas funded: "We are raising an endowment now and need to look for people to help build it," explained one board chair. For many, there is an expectation that board members give, not out of their own pockets necessarily, but through community connections. One executive director, where board diversity is not an institutional priority, believes that the issue often gets relegated to the bottom of the list. "Frankly, I think there is less excuse for private foundations because they don't have to worry about raising money. We all know that unless there's a sense of urgency and some leadership on the board, [diversifying] is very hard for staff to do."

CEOs interviewed commented on the amount of energy and time required to cultivate diverse individuals that may fit in with the organization's board. One executive director describes a failed attempt during which she almost got board approval for expanding the board or having community representatives participate in an advisory capacity. If at the time, she concedes, she had been able to make the appropriate match, and bring on the person she had in mind, things would have progressed to the next stage. She reflects that in general, "It takes a lot of time to cultivate people, build relationships and develop the things you would like the person to do. When this didn't work out as quickly as I'd hoped, I kind of had to put it aside."

Institutional Culture: Addressing the Issue of Class

One important aspect of foundation institutional culture that can be difficult to address is the role of wealth and status, whether among donors or board members. One interviewee, a board member at an institution that has diversified its staff, expressed a desire to move beyond the current situation, in which givers are white males and the grassroots representatives are all black. This person seeks a more balanced diversity on the board, one that represents "people of wealth of both races and genders as well as community people or grassroots people of both races and genders." The class dynamics are subtle yet evident.

The disparate representation of wealth can create a situation with “an unequal balance in the decision-making process even though everybody has a voice.” An African-American board member and one of several high-profile community leaders on the board described the dynamic as follows: “(We) do have an influence but a different kind of influence. In a capitalistic society, green power really counts.... We don’t have the voices of the poor on the board, for either blacks or whites.”

Wealth and status also manifest themselves in other pragmatic ways. A community member on a board comprised mostly of affluent donors noted, “People who are wealthy can always have someone do for them what needs to be done.” Serving on a board is time-consuming and entails a certain outlay of resources for daycare, travel and meals, for example. One member suggested that the board make available a travel stipend to be used on a per-meeting basis.

Class-consciousness is most apparent in the Funding Exchange network (FEX). FEX is a network of fifteen regionally-based community foundations that has established a unique partnership of activists and donors. This approach to philanthropy, based on self-determination and control by community activists, is incorporated into the vision, operating philosophy, decision-making structure and grantee base of members. Decision-making bodies are representative of the communities being served and community leaders participate in governance and grantmaking decisions along with donors. Some FEX funds are all activist-controlled, while others function with a combination of donor/activist interaction.

The FEX has an Affirmative Action (AA) policy specifically developed to “address and remedy the historical discrimination against and exclusion of racial/ethnic minorities, women, lesbians and gay men, the disabled, youth and the aged.” Through adoption and implementation of this AA policy, FEX “seeks to reaffirm its commitment to ending racism and discrimination in this conservative political climate.” The policy calls for composition of boards of directors that are majority female. At member organizations, boards should reflect the racial composition of the region being served. For example, if a foundation serves a 50% black population, it should have 50% blacks on the board; if a racial group is 10%, the Fund must offer at least one seat to that group in question; and if it is less than 10%, the board should strive to recruit candidates from that group. In addition, the composition must be at least 20% gay men and lesbians. The institution must strive to offer board representation opportunities without regard to age or disability. The national policies recognize that member funds may have specific criteria for financial, technical, or legal expertise. FEX recommends that members establish a policy-making board that is representative of the constituency community. Affirmative action also encompasses vendors and contractors.

Like the other FEX Funds, the Headwaters Fund supports projects and organizations that address the root causes of injustice. Guided by its mission, Headwaters has chosen to address internal diversity. A group that was predominantly white started the Fund. Membership in FEX compelled Headwaters to pay attention to its lack of board diversity. Accordingly, the Fund revised its bylaws to require a majority of the Fund's board to be women, one-third people of color, and 20% gay or lesbian. These requirements are fundamental as an expression of the Fund's mission, and, according to executive director Steve Newcom, part of a political analysis to redistribute power "structurally, not just philosophically." A few years ago, the Fund deliberately decentralized most of its decision-making. Prior to that, all decisions were made or initiated at the board level and did not benefit from dialogue with the staff or outside community members. Now there are 5 – 6 standing committees of the board that include these groups.

From Numbers to Culture

The Tides Foundation, a progressive public charity based in San Francisco, has undergone a lengthy process of addressing internal diversity that is instructive in its evolution from a concern with numbers to a focus on institutional culture. In 1994, a diagnostic evaluation revealed staff concerns around diversity. The process began with an initiative by a committee called the "Employee Group" made up of managers and staff from various levels of the organization, diversified by race, ethnicity, and sexual orientation. The institution responded by welcoming the questions raised by the Group and creating opportunities for dialogue. As a result of the Group's suggestions, Tides reviewed its hiring practices, exploring ways to bring on more people of color and women. This led to recommendations to increase the number of diverse staff, particularly at the management and supervisory level.

The Group was not only interested in numbers; it also addressed how to transform the institution's culture. Focus groups were then held along racial and ethnic groupings and hierarchical lines. These activities led to a "Diversity Audit" and a report by a consulting firm. Two joint management/employment task forces emerged: one to examine institutional policies and procedures, and the other a "Transformation Team" to focus on culture and deeper organizational change. As of this writing, both are in process. The foundation's "Diversity Approach," created during the process, makes an explicit commitment to building a diverse, inclusive and multicultural organization:

Creating inclusive organizations demands changes in the way we operate and the way we make decisions. The process is an ongoing one, which may, at times, feel uncomfortable. It calls for our willingness and commitment to adapt organizational culture. Gradually, diversity transforms organizations.

The experience at Tides typifies the stages of moving from affirmative action, with a focus on recruitment and retention, to a further examination of organizational culture. As

described by one participant, “What happens is you bring in a critical mass of people of color, then the push for multiculturalism develops some internal life.” After that, she explains, the question changes from not just asking who the institution is hiring but also “is the culture welcoming and inclusive?”

Tides’ diversity effort was undertaken in the context of transforming a culture and with a definite plan for implementation (complete with specific tasks) and assessment of those efforts. Specific procedures have been put in place, including a requirement in hiring that there be a diverse hiring pool. Another is a priority on internal hires. Primarily, the initiative was undertaken in order to become a more effective organization. The organization made a very conscious decision to diversify despite the fact that there were not much time or resources to spare.

These examples suggest that a variety of approaches to addressing board, staff, and even donor diversity exist among progressive public charities. The next section takes a more in-depth look at how one such organization faces these multiple challenges.

Case Study: The Boston Women’s Fund

Founded in 1984, the Boston Women’s Fund (BWF) is a community-based foundation operating in the Greater Boston area that has given a total of \$1.5 million over sixteen years to social-change initiatives. Diversity is an intrinsic part of the Fund’s mission which “[s]eeks to model shared and democratic leadership in creating an organization grounded in respect for diversity, interdependence, autonomy and support for women’s visions,” according to founder and former executive director Jean Entine. The Fund embodies a commitment to shared leadership, equity, and cultural diversity in all aspects of operations. Women of color are, and will continue to be, a majority of the board and staff. The board of directors is almost 80% women of color. Staff composition is 60% women of color and 40% white women. While this profile has taken some time to reach, in certain respects, the task becomes easier once the first effort is made. Former executive director Jean Entine reflects, “Once you get the first group [of diverse board members] it becomes self-perpetuating because people recommend people.”

Reflecting its holistic view of diversity, the Fund has not been content with defining diversity solely in terms of race and ethnicity; its commitment to diversifying the board includes often-neglected aspects such as class and age. The BWF has an endowment policy that honors the contributions of women and men across economic classes. It encourages women to think about themselves “as philanthropists and to be on the giving as well as the receiving end in their relationship with the Fund,” says development director Lauren Lee. The 2000 Club endowment represents an unusual approach to endowment fundraising. Unlike most endowment campaigns targeted to a descending pyramid of wealthy supporters, the BWF has created an egalitarian structure enabling people from all walks of life to

contribute to a community institution. The Fund is recruiting 2000 individuals of diverse economic means who will each donate \$500, mostly \$100 a year for five years. The donors represent a cross-section of society including those from low, moderate, and middle-income groups, as well as those with inherited wealth. Donors are diverse by age, gender, sexual orientation, race, and culture. Cultivating a broad donor base forms part of a deliberate strategy to build a multiracial organization and to increase the diversity of the Fund's individual donor base by expanding the numbers of contributors who are women of color, and women of low, moderate, and middle-income groups.

With respect to the issue of age diversity, over time the Fund has broadened to include representatives of youth in the organization's governance and operations. Initially the Fund was not receiving grant requests from girls' groups, nor were young women involved in the leadership of the organization. The emergence of a donor with a focus on girls enabled the Fund to realize its goals to have young high school and early college girls substantively involved in its work.

Former executive director Jean Entine recalls how working with this donor, the Fund decided not to have a separate pot of money the girls would handle, or a girls' advisory board, but rather to include them in the decision-making body that recommends grants, the Allocations Committee. "The learning part of it was to be all of us working together," Entine remarks. "We did it with a question mark." Staff and board members involved described difficulties with issues around ageism – older people tended to over-talk, over-explain, and the younger people felt marginalized by attempts to bring them in. Young people did not always pull their weight in the beginning. Nevertheless, the experiment tripled the number of girls' groups that applied to the Fund. The young women knew these groups and could weigh in making assessments. "So we got information that was invaluable because the people closest to the program could tell us what was happening."

Even as it diversifies its leadership, BWF must also consider its donor base. From the beginning, BWF had "intense struggles about going after very wealthy people." The Fund's original founders were representatives of multiple constituencies including African-American, Asian-American, white, lesbian and heterosexual women from a mix of inherited wealth and blue-collar communities with educations ranging from high school to PhDs. The Fund was created to support people who were normally marginalized in society. The decision of who to include in the governing board, as described by Jean Entine, was essentially about accountability. According to Entine:

Having people representative of different neighborhoods and cultures, different socioeconomic classes – its about who you are accountable to. That was a struggle from the beginning; we realized that if we didn't have those people represented in decision-making then we wouldn't be accountable to them.

The decision at the Fund to take money from wealthy people was made only with the proviso that “we were also not going to do it without having structures in place and strategies in place to reach out to others.” Despite these advances, the Fund challenges itself to consider diversity anew and to update continually its definition of what counts as a diverse organization. Asked if she was satisfied with the level of diversity on the board, Entine commented:

If we are talking about one particular color, yes. But for example, if we are looking at who is making up our community and are they represented at the table.... We don't have any Haitians and this is the second largest Haitian community in the U.S. We, as white people think about integrating in terms of whites and people of color. We don't particularize. We need to do that.

Conclusion

The grantmaking public charities studied in this sample are unique, in that they share progressive ideologies that distinguish them from many other public charities, as well as much of the field as a whole. As such, they are interesting to examine as cases of institutions where diversity is explicitly and organically on the agenda. In such a situation, how do diversity efforts fare, and what are some of the ongoing challenges and opportunities these institutions face? Ostensibly, organizations that aspire to tackle issues of race, gender, sexual orientation, disability, class and injustice as part of their mission are predisposed to create more democratic, nonhierarchical structures and governance. These types of institutions tend to attract staff and volunteers with a common political framework, values, and ideology who are drawn to the social mission of the organizations. Unlike many other nonprofit organizations or businesses, therefore, staff and trustees are united by a clear set of cultural, personal and political values. This commonality of outlook may also become an important factor in hiring. Priority is placed on candidates with a commitment to equality and justice and who have personal or institutional experience in these issues affecting disadvantaged communities. The progressive or liberal ideologies of the public charities studied, as embodied in organizational practice, may offer distinct advantages in the effort to diversify board and staff.

However, it is worth reiterating that public charities are dependent on the interests of donors. In the course of our interviews, we probed for information concerning programming and inclusion of specific constituencies, for example, people with disabilities. None of the grantmaking public charities studied in this chapter currently focuses on this population in any significant way, despite their overall interest in diversity and social justice. However, if a donor with an interest in people with disabilities emerged, one CEO stated, the issue would become an institutional priority. So far it has not emerged as an area of donor interest in the organizations participating in the case studies. This omission tempers our overall assessment of the ability of progressive public charities to incorporate diversity. Progressive ideology may provide an initial impetus toward diversity, but this does not

guarantee that a particular organization takes into account all the salient aspects of diversity. Institutions that continually challenge themselves to update and expand their definition of diversity will have more success at reaching out to diverse constituencies, and thus implementing their stated goals of being responsive to community needs.

Conclusion

We grouped community foundations together with progressive grantmaking public charities because both types of institutions have to meet the IRS “public support” test, presumably making them more sensitive to staff and board diversity issues. We generally found this to be the case, particularly among community foundations, which are responding to changes in the demographics of their home communities. The progressive public charities are prompted to staff and board diversity largely by their progressive and liberal ideologies, which contain a strong emphasis on social justice issues. The community foundations seem better able to diversify their operations because of structural flexibility that allows them to add special programs and funds to accomplish their diversity objectives. A similar flexibility does not exist for progressive public charities. Instead, they focus on aligning existing staff and governance practices with a commitment to social justice by conducting internal diversity audits or establishing guidelines for board and donor recruitment that welcome participation from diverse communities. For the grantmaking public charities studied, their progressive ideology is an advantage, as it attracts like-minded applicants, who are often themselves from diverse communities, to staff positions.

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Corporate Philanthropy: The Business of Diversity

Aileen Shaw

Introduction to Foundation Type

Corporate foundations, also called company-sponsored foundations, derive their grantmaking funds from the contributions of a profit-making business. The company-sponsored foundation is a legal organization separate from the company and is subject to the same regulations as other private foundations.¹ As of 2000, there were 2,018 corporate foundations in the U.S. (Renz and Lawrence 2002, p. 6). Among foundation types, corporate foundations have the lowest average of staff per foundation – 3.2 compared to an average of 5.5. However, corporate foundations report high ratios of professionals to support staff relative to other foundation types (Gluck and Ganguly 2001, p. 11).²

In their governance, policy, and operations, corporate foundations reflect the companies from which they originate. Their approach to grantmaking is grounded in business practice, a unique set of circumstances that has interesting consequences for diversity efforts. On the one hand, philanthropic activities are undertaken in part to generate positive publicity for the parent company. Diverse staffing in the corporate context may thus reflect an effort to curry the favor of diverse markets. On the other hand, once a corporation begins to employ diverse staff, these employees receive the same level of attention from the corporation as other employees, whether in terms of training, benefits, or involvement in philanthropic activities. Indeed, corporate giving tends to focus its efforts in geographic areas in which the company has a strong employee base, and grantmaking is often associated with the company's product and operations. Once diverse employees are "in the mix," they and their communities can benefit from this targeted attention. And indeed, because they are beholden to their target markets, corporations have a strong incentive to diversify internally when their external markets are diverse.

In recent years, corporate philanthropy has begun to expand its horizons beyond the narrow focus that originally characterized the sector in its late nineteenth century origins. Indeed, until the early 1950s, corporate charters ruled out donations unrelated to the purposes for which the corporation was organized, and gifts were limited to those that either benefited their workers or that provided a direct economic benefit to companies themselves. Following a 1950 court decision, states began passing laws allowing corporate donations to a wider range of charitable causes, and corporations expanded their giving activities (Andrews 1993). As a result, the sector professionalized, as companies began setting up corporate foundations and developing grantmaking guidelines and procedures.

These ongoing cultural and institutional connections between corporate foundations and their parent companies mean that corporate philanthropy is particularly susceptible to the changing state of the economy. Corporate foundation giving grew more than 50% in constant dollars between 1995 and 2000 (Renz and Lawrence 2002, p. 5), due in large part to the strong performance of the economy. However, a weakened economy is expected to negatively impact giving. Among a sample of 96 companies, giving as a percentage of total income fell from 1.2 percent in 1999 to 1.0 percent in 2000 (Kao 2001, p. 7). In constant dollars, overall corporate foundation giving fell 0.2 percent in 2001 (Renz and Lawrence 2002, p. 4).

Study Sample

Interestingly, corporate foundations proved difficult to access. Requests for interviews were far more likely to be refused than with any other institution type in the overall interview sample. After the initial process of selecting institutions with good diversity practices (see the Appendix, p. 139, for a description of the sample selection process), several declined to be featured in the study, and, of the organizations we chose, requests for follow-up interviews were turned down, citing time constraints and staff workload. We were unable to procure enough trustee interviews to create a meaningful sample. For this reason, interviews with corporate foundations were limited to staff participants.

This chapter is based on six interviews at four corporate foundations.³ The corporate foundations featured in this chapter are: AT&T Foundation, General Mills Foundation, Levi Strauss Foundation, and Wells Fargo Foundation. Two of the interviewees are women and four are men. Three are white, one is African-American, one is Latino and one is Asian-American. Three interviewees reported that they are heterosexuals, three that they are gay or lesbian. None are disabled. The corporate foundations portrayed range in size from \$35 million to \$340 million in assets and make grants from \$15 to \$42 million annually. Two are located in the West, one in the Midwest and one in the East. Of the four foundations featured, two were undergoing considerable staff restructuring at the time the interviews were conducted, following recent corporate downsizing.

At the organizations selected, diversity is an intrinsic element of each foundation's grantmaking. None of the foundations operate separate diversity grantmaking programs; rather, diversity forms part of each organization's everyday awareness and practice. For the most part, staff diversity tends to follow developments in programming. At the AT&T Foundation, diversity has been a central aspect of the foundation's operations for the past fifteen years. The foundation has adopted diversity in grantmaking as one of its central themes. According to CEO Timothy McClimon, "If you are going to have diversity as one of your themes, then you better have a workforce that knows something about it and reflects

it.” At other organizations, the nature of the areas funded means that diversity is an integral part of grantmaking policy. For example, the Levi-Strauss Foundation’s giving programs are in AIDS Prevention and Care; Economic Empowerment; Social Justice and Youth Empowerment. The foundation also launched Project Change, an initiative to address institutional racism in the U.S., and instituted an anti-discrimination policy. Grantmaking at all the sample foundations can be broadly described as progressive. Both the Wells Fargo Foundation and Levi-Strauss Foundation were early funders of AIDS.

Institutional Culture

An understanding of the essential differences between corporate and independent philanthropy is necessary to provide a context for assessing corporate grantmaking. The guidelines and procedures within which corporate grantmakers operate are based on for-profit practice. Grantmakers interviewed spoke upfront about serving the interests of the corporation; first and foremost, their work is about benefiting the company and its employees. At the same time, they saw no contradiction between serving business interests and addressing community needs. Corporate philanthropy and attention to diversity, under the general rubric of “corporate citizenship,” can benefit the parent company on different levels. Consumers respond favorably to companies that exhibit good corporate citizenship. Publicly embracing diversity helps companies recruit and retain diverse staff. Both practices can also improve the image of companies within increasingly diverse markets. More pragmatically, corporations are more closely monitored for compliance with equal opportunity regulations.

Corporate foundations are governed by the practices of the sponsoring institution. At all of the institutions studied, diversity at the foundation echoes company policy. In turn, the concept of “corporate citizenship” underlies the values and practices implemented at company levels (Burlingame and Smith 1999). Many advocates see corporate citizenship as fundamental to business practice, and corporations are routinely evaluated according to their performance as good corporate citizens. Recently, the Council on Foundations designed a method – the Corporate Philanthropy Index – for companies to measure the business value of corporate philanthropy. The index rates the attitudes of employees, customers and civic leaders about a company’s philanthropic activities as well as showing how attitudes can affect a company’s profitability (Walker Information 2000).

Companies have tremendous benefits to gain from being good corporate citizens. A recent survey found that 79% of Americans took corporate citizenship into account when deciding whether to buy a particular company’s product (Hill and Knowlton 2001). However, the vast majority of the public exhibited skepticism about the motivations of corporations for charitable giving. According to the same report, “Our survey findings suggest that corporations need to do more than simply give away dollars. They need to act

in ways that are meaningful to their shareholders – consumers, investors, employees, and members of the local community – and that genuinely demonstrate their core corporate values.” This caution challenges companies to place their charitable giving in a broader context of corporate citizenship. Attention to diversity can be an important part of this effort.

Increasingly, corporations are aware that diversity strategies can be instrumental to economic success. The business case for diversity is clearly and purposefully enunciated within corporate foundations. As the General Mills Foundation acknowledges in its *Commitment to Diversity*, “Good diversity practices tend to be good business practices, and good business practices advance the cause of diversity.” For the most part, corporate America has embraced diversity as a pragmatic strategy to respond to changing demographics. An increasingly diverse workforce and marketplace demand that corporations address demographic changes and that these be reflected at various levels throughout the organization. A diverse workforce is needed to serve customers more effectively, to maintain market share, and to attract and retain talent. As Pamela Erwin, president of Wells Fargo Foundation California explained, “At events, we need the table to look like our audience.” Commenting on AT&T’s 90 million customers in the US, CEO Tim McClimon commented, “We have half a million shareholders and 130,000 employees, if we don’t focus on diversity to some extent we’re going to be out of business.” Similarly, the desire to remain competitive in their ability to attract and retain a diverse workforce is encouraging corporations to ensure that they offer inclusive and supportive work environments where diversity is respected.

Another reason for corporations to diversify is to improve their public image. Sometimes this concern can arise in reaction to adverse publicity. Following the company’s exposure to lawsuits in the 1970s, AT&T Corporation adopted a formal diversity policy (Northrup and Larson 1979). In enacting this policy, the corporation has sought to be more reflective of society and of its customers. In some instances, diversity initiatives are introduced to redress negative practices and to remedy a company’s damaged reputation. In November 2000, Coca-Cola Co. announced a \$1.5 million grant to establish a diversity management program for business and civic leaders in Atlanta, the company’s headquarters. The Diversity Leadership Academy of Atlanta, developed by the American Institute for Managing Diversity, provides diversity management training for leaders at both corporations and nonprofit programs. Announcement of the gift followed the company’s settlement of a class-action lawsuit in which the company was accused of discriminating against black employees in the areas of hiring and promotion (Bean 2001).

These business-related reasons – enhancing public image, improving staff recruitment and retention, and generating consumer goodwill – are prime motivators of corporate philanthropy, even as individual grantmakers within the sector seek to enhance the welfare of the communities they serve. While the choice of target community and program

area are dictated by business practice, within these parameters, the modes of engagement with these communities and the manner in which the foundation addresses a program area are subject to greater autonomy from corporate staffs. This difference in circumstances between the corporate foundation sector and other private foundations is critical to understanding the grantmaking practices of corporate funders. Indeed, they are well aware of this distinction, and acknowledge it readily in talking about their work. With these differences in mind, the next section discusses best practices among corporate foundations.

Best Practices

In Minneapolis, Minnesota, the company headquarters, the General Mills Corporation has a reputation as an enlightened corporate citizen. The Foundation's staff is 50% people of color and over 80% women. Reatha King, president of the General Mills Foundation and vice president of General Mills Inc., emphasizes the institutional culture of good corporate citizenship at General Mills as the key factor in explaining the foundation's strong emphasis on diversity. This culture is manifested in concrete policies that encourage diversity. The corporation has a *Statement of Corporate Values*, which affirms: "We value diversity and will create workplaces where people with diverse skills, perspectives, and backgrounds can exercise leadership and help those around them realize their full power and potential." The institutional culture explains the foundation's success in the retention of staff members from target populations.

Creating Diverse Workplaces

Faced with an increasingly diverse labor force, corporations are becoming proactive about recruitment and retention strategies. A reputation as an inclusive employer can greatly enhance a corporation's public image. The media is highly attentive to issues of diversity, and the existence of resources such as *Fortune's* "50 Best Companies in America for Asians, Blacks and Hispanics" testifies to the benefits of a diverse workplace. In the corporate workplace, diversity encompasses individual development, mentoring programs, employee networks, and consideration for flexibility in work styles. Each of the corporations featured had employee or affinity networks in place. Employees at the General Mills Foundation have access to Asian-American, Hispanic, South Asian-American, gay and lesbian, African-American, and women's employee networks. A mentoring program at the company pairs up employees of color and new managers with experienced employees. It is designed to support retention and prepare employees to move into managerial roles.

In order to appeal to a broad base of employees, corporations are paying attention to creating supportive and inclusive work environments. Diversity in work styles includes options for flexible hours, telecommuting, and leaves of absence. At some organizations, diversity has entailed putting in place family-friendly policies such as paternity leave and

establishing domestic partner benefits or other policies that expand the traditional definition of family. Levi Strauss and Co. has a long-established and comprehensive domestic partner benefits policy and the Wells Fargo Foundation recently updated its personnel policies to include every type of diversity, including disability. Supplier relations are another area in which corporations are consciously engaging in diversity practices. The corporations in our study have formal arrangements for procuring services from businesses owned by people of color and women. Corporate employers are keen to make public all of these benefits and use them as tools to recruit and retain diverse staff.

One of the most effective ways of ensuring compliance with diversity in staff is to institutionalize accountability among managers. A routine business practice is that of recognition and reward among management for diversity performance. At General Mills, managers track staff diversity in the corporation and at the foundation. Achievements with respect to diversity on his or her team are part of a manager's annual job evaluation and compensation review. A section on Workforce Diversity on the company's website includes a commitment that "General Mills' Chairman and CEO, Steve Sanger, personally reviews the development plan and progress of every current and potential minority manager in our company every three months."

The growth of the human resources profession has meant the institutionalization of practices in recruiting, performance evaluation, compensation, and training. Corporate foundations have access to human resources personnel at the parent company, and foundation staff are subject to the same employment terms and benefits as the corporation's employees. Large corporations have the resources to provide the systems and expertise necessary to develop, implement and institutionalize the policies and procedures for diversity. Reatha King attributes much of the company's success in retaining diverse staff to the fact that the corporation has established a position of Corporate Manager for Diversity, a person who monitors the company's progress and serves as a resource for the managers on matters of diversity.

Recruitment

In recruiting staff, corporate foundations reported certain restrictions. Especially at the senior levels, corporate policy often prioritizes hiring from within the company. For an institution like the AT&T Foundation, which makes grants in the areas of education, arts and culture, civic and communication service, this preference for internal hiring can generate challenges. According to Timothy McClimon, "We try to hire people with experience in those subject areas; and when you can only hire from within the company where telecommunications is their experience, then that's a little tough." Due to downsizing in the previous five years, the foundation staff was reduced by half to twelve. "We lost a lot of people of color in that process and we've had a difficult time maintaining the right balance because of that," McClimon remarked. Of the program staff, one-third are people of color.

The foundation is part of the company's public relations department, which, in one year alone had seen its budget and staff cut by 30%

Corporate foundations rarely have opportunities to expand staff; rather the trend is in the opposite direction. One manager lamented "We haven't had an opportunity to hire anybody in almost 3 years – it's been complicated. I think it's going to be a long time before we can hire anyone from outside the company."

Given these restrictions in hiring program positions, one CEO explained, the foundation looks for generalists with experience in community work. Corporate foundations are often closely associated with marketing and public relations functions of a company. Interviewees emphasized people skills, negotiation, analytical ability and presentation skills as important characteristics for success. Public speaking is an important element of corporate philanthropy, with hiring of speech coaches and attendance at Toastmasters meetings among the methods used to improve communication skills.

The backgrounds of program staff interviewed varied considerably. Those that came from inside the corporation had experience in areas of high-level administration, human resources and public relations. When hiring from outside the company, managers prioritized expertise in a particular funding area and community connections. None of the senior staff interviewed consciously made a decision to enter the field of philanthropy, although most of them now consider it to be their career. Mentoring, especially informal mentoring, is often how people get started in the field.

In corporate foundations, the workplace environment reflects a mix of business and community elements. Tim Hanlon, president of the Wells Fargo Foundation, described its institutional culture as "half corporate, half community focused." Staffers are "good business people, well versed in the needs, desires and mission of the company." In hiring, Wells Fargo looks first within the company. Among the skills required are "energy and commitment round the nonprofit world, people who are comfortable dealing with diverse populations." The current staff includes an attorney, a PhD computer scientist, and a banker. At Wells Fargo, input from the community is important in selecting and assessing program staff. Interviews are group interviews, and activist community groups are contacted in order to get opinions on the candidates. As part of the review process for existing staff, the foundation solicits outside information. "We talk with someone who received a grant from that staff member; we ask local business people how s/he operates," Hanlon said. In general, when hiring new members, staff indicated a preference for structured group interviews. Although less straightforward than one-on-one interactions, the format raises questions and, as explained by one interviewee, acts as an internal check on his predilection to hire people "who look and sound like myself."

The combination of business and philanthropy in a career, far from being anomalous, is one that elicited enthusiasm from participants. One interviewee expressed

satisfaction with her job in the following terms: “It forms part of my value system, providing an opportunity to do something for the community while at the same time being protected by the structures of a large corporation.” This attestation of appreciation for combining business and social elements is characteristic of corporate staff in other studies. Sociologist Jerome Himmelstein in his work on corporate philanthropy observed:

The working assumption of most corporate philanthropists is that doing good for society and (as they see it) doing well for the corporation are not at all contradictory. They see themselves as serious philanthropists and serious corporate managers. Their talk moves easily from corporate strategic interests to the needs of the homeless, battered, women and teen mothers and back again (Himmelstein 1997, p. 38).

This facility with two very different languages typifies the corporate philanthropy experience. Institutions that pay attention to both sides of this equation in recruiting foundation staff tend to be most successful as grantmakers.

Training

Another key element is training. Among corporate foundations studied, all engaged in diversity or sensitivity training. Part of the “Valuing Differences” approach that emerged in the early 1980s, this style of training involves acknowledging and celebrating differences and argues that they are an asset to performance (Walker and Hanson 1992). Its purpose is to train managers to deal with those from a different background or culture. Typically, external consultants and in-house trainers are brought in to raise consciousness and awareness about issues of diversity in the workplace. While external diversity consultants are recommended, interviewees emphasized the value of peer-to-peer training. Training that is adopted and developed by management itself ensures greater buy-in and legitimacy.

The Levi Strauss Foundation operates a weeklong diversity program and a three-day ethics program for all managers. At Wells Fargo, sensitivity – or diversity – training is provided for middle managers and up. Every executive vice president in the company participates in workshops where they learn to understand their own human biases and how to avoid stereotyping. They then give the training, along with the person who trained them, to other staff in their departments. Pamela Erwin, president of Wells Fargo Foundation California, has overseen much of the company’s diversity training. Ultimately, she explains, the goal is to demonstrate how having diverse staff, “provides different perspectives, different value systems...all of which raises the bar of solutions.”

Another feature of the “Valuing Differences” approach is the celebration of multicultural holidays. Foundations interviewed sponsor cultural and educational events, for example, Black History Month, Hispanic Heritage Month, or Gay and Lesbian Pride Week. Community events are celebrated, as are ethnic festivals such as Chinese New Year.

Corporate vs. Independent Foundations

Corporate grantmakers are acutely aware of the differences between their grantmaking and independent philanthropy and are quick to distinguish between the two forms of philanthropy. Corporate foundations differ from independent foundations in that they do not operate with the same constraints. The highly bureaucratic and systematized grantmaking processes of independent and community foundations are not part of the corporate culture. Mario Díaz, vice president at Wells Fargo Foundation, commenting on his previous experience in a community foundation, compared the “very process-oriented systems of dockets, board presentation and the like” there with his current corporate workplace. “Here, a good proposal is where they have provided everything we ask for in the guidelines. We want to make it easier for nonprofits to apply.”

At the corporate foundations studied, less time appears to be spent on process, and staff is accorded more autonomy than at independent or community foundations. This culture of openness may be one in which diversity thrives. At AT&T, trustees meet every month. They are provided with short and concise write-ups of grants, and the staff makes very brief presentations. Little emphasis is placed on preparing formal, written arguments for approval. “We don’t hire people for their writing ability,” observed Timothy McClimon. “We really are interested in people who can make quick decisions and can talk about those decisions.” The monthly board meetings are by conference call so trustees do not have to travel. Material is sent by email one week before each meeting. Meetings are always less than an hour in duration. “We don’t go over anything that we’ve sent to them in writing. We just add to that and answer questions. Discussions tend to be brief, and we just move on,” according to McClimon. The foundation changed the policy on staff authorization enabling staff to authorize grants up to \$100,000. Trustees consider only grants in excess of that amount. Given the findings in Lynn Burbridge’s survey analysis that women and people of color are more likely to report their grant decisions being overruled by the board (Table 8.2 on p. 56), these policies may enable diverse grantmakers to avoid these potential barriers.

At AT&T, care is taken to ensure that education is not a barrier to advancement. None of the staff has a PhD, for example. Timothy McClimon reflected, “I don’t think we would hire a PhD. Not that we have anything against PhDs, but it’s the culture...not that we’re anti-academic but we’re much more sort of practical, and that just comes from being inside a company.” At the Levi-Strauss Foundation, executive director Richard Woo places less emphasis on credentials or degrees and more on candidates coming from the community and having organizing or nonprofit experience.

Staff reported a high burden of administrative duties at corporate foundations. Vice presidents, as the program officers are called, often open their own mail, for example, and are not assigned personal assistants to the same extent as their counterparts in independent philanthropy. At the same time, administrative staff is encouraged to develop, whether

through accompanying senior staff on site visits, making presentations, or learning “on the job”. Two of the foundations studied emphasized a culture of openness and lack of hierarchy as one in which diverse members thrive. “It’s a climate where you can take advantage of the opportunity to learn,” observed Mario Díaz of Wells Fargo. Timothy McClimon described AT&T as an environment where “the culture is open to new ideas, everyone is able to express an opinion...whether they are a temporary employee or the executive director, we all have a voice in decision-making.” AT&T conducts surveys of employees by department in order to track attitudes of individual groups, and “one of the things we always get high marks on is our openness to diversity of opinion and a lack of level-consciousness. Just because you’re at a higher level doesn’t mean anything when it comes to having an opinion.”

Case Study: Wells Fargo Foundation

The Wells Fargo Foundation funds in the areas of education, community development, human services and culture. Like many of its corporate counterparts, the company itself underwent significant mergers and restructuring in the 1990s. As a result, the grants budget of the foundation increased from \$6 million to \$41 million. In terms of grantmaking, diversity is tackled primarily through “income diversity,” with 75% of the funds directed to low-to-moderate-income groups.

At Wells Fargo, diversity is part of the corporation’s Strategic Plan. Defining diversity and identifying it as one of the corporation’s core values is essential to providing a context for good practice, as is ensuring that diversity is a concern at senior levels. Wells Fargo has created public statements on diversity that attest to the company’s aspirations, goals, and challenges. A publication entitled *Vision and Values* includes a section on diversity outlining how the concept is central to the company’s organizational culture. Diversity is defined and expanded upon to include age, ability, sexual orientation, disability, and lifestyle, as well as such categories as socioeconomic background, religion, and other differences:

We want to create an inclusive culture that understands and values the diversity of our team members, customers, suppliers and markets. We want an environment where people who are diverse in age, education, ethnic origin, gender, lifestyle, physical abilities, race, religious beliefs, sexual orientation, work background and other perceived differences are recognized, feel valued and can go as far as their talent and ambition allow (Wells Fargo 2002).

Corporations serve multiple constituencies: employees, customers, community members, and shareholders. Corporate diversity practices must address all of these constituencies. Effective practices provide strategies to remain competitive with each of these sectors. In the *Vision and Values* document, Wells Fargo recognizes this advantage: “By leveraging diversity as a competitive advantage, we can make the company a better place

to work, better understand out diverse customers' unique needs, give our customers and communities outstanding service and deliver greater value to our stockholders.”

At the same time, the company publicly recognizes that diversity is an ongoing challenge that it must strive to meet. The *Vision and Values* document includes an acknowledgement that, in many cases,

The human “face” we present to our customers does not reflect the diversity of the customers we serve in those markets. We must increase the number of people of color, women, and other diverse groups in senior management.... We must continue to hold every business and manager in our new company accountable to develop action steps for diversity. We must continue to provide continuous learning in diversity for all managers and supervisors (Wells Fargo 2002).

A Diversity Council oversees all diversity activities. The Council supports and integrates a company-wide diversity strategy.

At the Wells Fargo Foundation, of the six professional staff, four are gay or lesbian, three are white, two are Asian, and one is Hispanic. Staff has complete discretion over grantmaking and board approval is not required for any funding decisions. Interviews with program staff attributed the diverse profile in some measure to company policy but largely to the personal attention given to diversity by senior management, particularly Tim Hanlon, the Foundation's president.

Hanlon acknowledges that the Wells Fargo Foundation is more diverse than the company. He admits that within the corporate world, the predominant culture, especially at the senior levels, is characterized by male dominance and middle-class, straight, white privilege. For the most part, employees are asked to perform as if they are white males. Clearly, the Foundation is unusual in that none of the staff could be characterized as straight, white, and male. Diversity is very much on the staff agenda, incorporated into the day-to-day workings of the Foundation through “brown-bag” lunch discussions, staff meetings, and one-on-one meetings with Hanlon. “We always talk about diversity,” Hanlon remarks. “For example, how to go into situations in the company where the mix is not as diverse – the dynamics of walking into a room full of middle-aged, white bankers.”

Hanlon, openly gay, admits that at times he has access as a white, male executive that others on staff do not. He related a situation in which at a company outing to Palm Springs for golf, three of the four participants were men and they needed another to join the party. One of the foundation's female staff was the best golfer in the group and she joined the game. After the event, Hanlon recalled, “she and I talked about difficulty in ‘joining the guys’ talking about sports pages and so on – a dialogue that is often exclusionary.” In some instances, Hanlon recalls, the Foundation is ahead of public opinion with respect to diversity. In the past year, the foundation hosted four tables at the San Francisco Opera.

Hanlon invited five gay male couples to the event and their table drew negative reaction from some of the crowd in the form of derisory remarks.

The experience of the Wells Fargo Foundation – an organization in many respects ahead of the curve with regard to diversity – shows that staff diversity and effective grantmaking practice can successfully coexist in the corporate context. The public commitment of the parent company to diversity, coupled with foundation president Tim Hanlon's personal investment in the issue, has allowed the foundation to attract and retain a highly diverse staff. It should be noted as well that the considerable autonomy and discretion of foundation staff in making grant decisions – typical in the chronically understaffed corporate foundation sector – have also had a positive influence on staff retention.

Conclusion

At corporate foundations, the policies of the foundation are set by the parent company. As in the case of the Wells Fargo Foundation, these may be expanded upon, but in general, foundations follow the tone of corporate policy. In many instances, for-profit companies are ahead of nonprofit employers in areas such as partner benefits, flexible work arrangements, diversity training, and a commitment to diversity in policies and procedures. Corporations have greater access to human resources teams as well as the infrastructure to implement policies. Diversity practices at the corporate foundations featured are treated as more than a one-time initiative; rather, they are ongoing, multidimensional, and fully integrated into each organization's culture. Undeniably, corporate philanthropy is utilitarian in its approach to diversity. Nevertheless, the corporate experience offers several examples of policy and practice that could well be adopted by other types of institutions:

- *Stating the case for diversity.* Corporations are upfront and unapologetic about their diversity objectives.
- *Commitment to diversity in written materials and tools.* A rationale for embracing diversity appears in mission/value statements, key documents, on websites and in a variety of public formats.
- *Policy originates from the highest levels.* Aware of the business advantages of diversity, the impetus for change comes from the top. Diversity is incorporated into long-term strategic planning.
- *An infrastructure that supports institutional implementation and compliance.* The existence of a body such as a Diversity Council ensures that efforts are monitored and ongoing.

- *Networks and support systems.* Employee councils' networks and mentoring programs provide nurturing and support for diverse elements of the workforce, improving morale and encouraging peer support.
- *Measuring diversity:* Setting specific goals and objectives and making managers accountable for their achievement ensures attention to diversity.
- *Human resources:* Attention to work-life issues in the form of flexible work arrangements and domestic partner benefits encourages a more inclusive workforce.
- *Acknowledging and celebrating religious and community holidays.*
- *Education and training:* Diversity awareness workshops provide skills in managing difference and practical advice for countering stereotypes.

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Endnotes

¹ The Foundation Center also recognizes a second category of corporate donor, the corporate direct giving program. The principal difference between these two types is that corporate foundations are separate legal entities. Corporate foundations may also have their own endowments, which corporate direct giving programs do not. The latter are also often part of the public relations or marketing departments of the parent company. In practice, this distinction is not always hard and fast. In this chapter, we refer primarily to corporate foundations.

² These Foundation Center data include four foundation types: Independent, Corporate, Community, and Operating, which do not correspond exactly to those used in this study. However, the salient point is that corporate foundations have staffing levels significantly below the overall average. As for the ratios of professional (full-time and part-time) to support (full-time and part-time) staff, the figures are: independent 1.36, corporate 1.53, community 1.90 and operating 0.89. However, the operating ratio includes a very high number of “unspecified” positions, which likely includes professionals.

³ The titles and affiliations used in this chapter are based on interviews conducted in 1999-2000.

Conclusion: Findings and Recommendations

Findings

The face of philanthropy has changed dramatically in the last twenty years.

- Philanthropy has evolved from a field dominated by white men to a field where women are the majority and a fifth of staff are people of color.
- However, Boards of Directors have not changed significantly in their diversity.

Diversity is not widely understood and is primarily equated with ethnicity and race.

- Class, disability and sexual orientation are less visible and not considered equal indicators of diversity. Many funders do not perceive disability or sexual orientation as diversity issues at all.
- The feminization of the field among staff has made gender appear to be less of a significant diversity issue than in the past.

Barriers persist in the grantmaking field based on disability, ethnicity and race, as well as gender and sexual orientation.

- Foundation culture is alienating for those who are not from white, upper-class backgrounds.
- Women of color continue to face significant barriers in the field. They earn less and give smaller grants than their colleagues. They are less likely to move into senior staff and CEO positions, or to be involved in governance and hiring.
- Men of color have made proportionately significant gains. But in spite of their higher salaries and greater grantmaking responsibilities, they hold a small percentage of CEO positions. They are highly concentrated in large, independent and community foundations.
- White women are the most highly represented identity group in the field. They are most successful in the smaller foundations. However, this means that women CEOs control fewer grantmaking assets than their male counterparts. In addition, women in the sample earned less and gave less in grants than men.
- Gays and lesbians tend to earn less than heterosexuals and experience less mobility into top positions. This is particularly true for lesbians. Gays and lesbians appear to be concentrated in certain fields, such as the arts.

- Fewer than 4 percent of the sample identified as having a disability. While it is likely that some respondents with disabilities did not self-identify as such, it was not possible to conduct a detailed analysis of the status of people with disabilities.

No formula exists for creating a diverse board or staff.

- Diversity is regional. Organizations are influenced primarily by local and regional demographics and the target populations they fund. Different areas of the country face different challenges with respect to diversity.
- We found that diversity efforts were often precarious and unsustained.

Leadership from the top is critical.

- Executives and senior management are central to any commitment to diversify. Endorsement from the top authorizes action as well as financial support, and leads by example.
- Hiring at the senior levels is the most desirable form of recruitment. The most successful foundations are those where the hiring and promotion of diverse individuals at the senior levels is a priority.
- The title of “President” confers greater status and is less often held by CEOs with diverse personal identities.
- By hiring more than one “token” diverse board or staff member, foundations achieve critical mass. A cascade effect follows as diverse hires make subsequent recruitment easier through their access to networks and talent pools.
- This expansion shapes institutional culture and makes retention easier.

Staff and board diversity follows programming.

- The most common rationale for diversity is to reflect constituencies served. Diversity is increasingly viewed as part of foundations’ accountability to the communities they support.
- Foundations often seek out those with knowledge of the issues funded and hire from grantee communities. However, hiring diverse staff does not guarantee diverse funding.
- Multiculturalism advances programmatic goals by helping foundations gain access to and provide legitimacy with constituent groups. Foundations that have created programs addressing issues of concern to lesbian, gay or bisexual communities, people of color, people with disabilities, or women, for instance, require the knowledge of these groups in order to ensure good grantmaking and to develop relationships with and trust among constituencies.

Recommendations

Foundation culture must change for diversity to be successful.

- Diversity and multiculturalism must be institutionalized to become part of grantmaking organizational culture. This requires changing practices and norms considered standard in the past.
- There are many ways to undertake diversity efforts, including task forces or committees to steer initiatives. The work of diversity is participatory and often takes place through teams, including representatives from all levels in an organization. Such mechanisms handle problem solving and provide a vehicle for dealing with internal culture and policies.
- Respecting and valuing diverse staff and board members contributes to successful efforts.
- Expanding a foundation's staff or board as a method of diversifying is a way to initiate such a change in culture. Recruitment of multicultural decision-makers may require cultivating and identifying different networks of candidates from outside a foundation's economic and social circles.
- Employment benefits are a signal of an institution's commitment to become an inclusive, multicultural workplace. Acknowledgement of multicultural holidays, domestic partner benefits and policies, and workplace accommodations for people with disabilities indicate institutional awareness and attract diverse staff.

Written materials are essential.

- Include a commitment to diversity in key statements. Develop written materials that communicate diversity objectives.
- Committed organizations articulate the importance of diversity through their institution's mission, vision, values, and/or funding strategy.
- Statements and organizational policies that reflect the centrality of diversity formalize institutional commitment and establish a standard of accountability.

Educate the field about the need for diversity.

- Inform boards and trustees about the value of diversity.
- Training can increase understanding and improve communications at the outset of any diversity initiative. Training for managers is fundamental. Outside professionals often undertake training, passing on concrete skills that managers can then use to train other staff.

Diversity is a conscious, ongoing process.

- Planning, dedicating the resources required, and evaluating progress are central as diversifying takes time, energy, and perseverance.
- Establish clearly defined internal goals, responsibilities and accountability mechanisms.
- Focus groups, surveys, and/or diversity audits can assess an organization's diversity climate and identify areas of concern and desired outcomes.
- Consultants can provide expertise and impartiality. The presence of individuals not invested in internal organizational dynamics offers perspective and a distance that can make it easier to raise issues likely to cause conflict.

Expect consequences and readjust.

- If one aspect of a foundation's program or structure changes to become more diverse, it frequently causes a ripple effect throughout the organization.
- Anticipate some failures, internal resistance and departures. A willingness to change systems and remove institutional barriers is a must.
- More consideration needs to be given to sustained diversity efforts over time.

Appendix: Interview and Case Study Methodology

Over thirty foundations were chosen for review using interview and case study methodologies. Twenty-nine grantmaking institutions participated in the study. Data from the Council on Foundations (CoF) was used to assist in the selection of foundations for the qualitative interviews. An analysis of the 1997 *Foundation Management Series* (Council on Foundations 1998a) and the 1998 *Grantmakers Salary Report* (Council on Foundations 1998b), as well as unpublished data took place to examine the following indicators:

1. The percentage of staff that were people of color.
2. The percentage of board members that were women.
3. The percentage of board members that were people of color.

We decided not to use the percentage of women on staff as an indicator since in most foundations women comprise a majority of staff.

These indicators came from the following information provided by CoF:

1. A list of foundations with at least one minority member on their staff (Asian, Black, Hispanic, Native American, or Other) that indicated that it “was OK to contact them” from the 1998 *Grantmakers Salary Report*. Data was provided by asset size and foundation type.
2. A list of foundations with at least one woman on their board that indicated that it “was OK to contact them” from the 1997 *Foundation Management Series*. Data was provided by asset size and foundation type.
3. A list of foundations with at least one person of color on their board that indicated that it “was OK to contact them” from the 1997 *Foundation Management Series*. Data was provided by asset size and foundation type.

Two indices were created. One index consisted simply by adding together the percent of minority and the percent of women on the board (divided by 100) to produce a “board diversity score.” Since there was overlap among the minorities and women (i.e., minority women), this index is **not** to be interpreted as the percent of minorities and women on the board. Rather, it is simply an index to rank foundations relative to each other. Another index was constructed that added together the percent of minorities on the board, the percent of women on the board, and the percent of minorities on the staff (divided by 100). The foundations were then sorted by their score.

The final sorting resulted in a list with the highest scoring foundations, in terms of diversity, at the top of the list. These top foundations were identified as good candidates for

the case study interviews. Score alone was not sufficient, however. These rankings were used only as guides. Attempts were made to ensure that the final foundations chosen for interviews not only had a high diversity score, but also varied in terms of region, foundation type, and asset size. References were made back to the master list – containing information on assets, type, and region – to select a wide range of exemplary foundations.

In addition, a number of other foundations were added to the list when it was determined that their omission from the diversity rankings was not due to a lack of diversity, but because they were not respondents in the CoF data. Some judgments were made therefore, to add foundations with good reputations that were not represented in the CoF data. We chose organizations based on reputational analysis from pre-test interviews with leaders in the field.

Table 13. Diversity Indices					
Minorities on Boards and Staff, Women on Boards, and Composite Indices					
Foundation Type	% Minority of Staff	% Minority on Board	% Women on Board	Average Index 1	Average Index 2
Community	22.0	12.3	31.7	.516	.901
Corporate	23.2	***	***	***	***
Family	12.6	2.2	44.5	.615	.825
Independent	24.9	11.6	25.6	.557	.940
Public	24.3	12.7	38.0	.630	.887
All	22.5	10.0	33.6	.579	.888
# Respondents	N/A	644	644	213	102
Notes: (1) Index 1 constructed from unpublished data on minorities on boards and women on boards; Index 2 constructed from the latter, but also adding minorities on staff.					
Source: 1998 <i>Grantmakers Salary Report</i> , Council on Foundations, 1998; <i>Foundation Management Series, Ninth Edition, Volume II: Governance</i> , Council on Foundations, 1998; indices constructed from unpublished CoF data by Dr. Lynn Burbridge.					

Looking at the first column in Table 13, we see that independent foundations at 24.9% have the greatest ratio of people of color on staff followed by public charities and corporate foundations. Community foundations rank fourth on this scale. Family foundations rank last. On the measure of percent of people of color on the board of trustees, public charities rank first followed by community foundations, independent foundations, and family foundations at the bottom.

If we examine foundation types by the percentage of women on their boards, family foundations rank first (44.5%) followed by public charities, community foundations, and independent foundations. On Index One (minorities and women on the board), family foundations rank second after public charities, their ranking perhaps inflated by the female

family members on their boards. On our most comprehensive measure, Index Two, private independent foundations rank first, community foundations second, public charities third, and family foundations last.

Family foundations are the least diverse by type. Except for placing women (presumably family members) on their boards, they rank last on all other measures except average Index One, which takes the percent of women on the board into account. Independent foundations do better. One possible explanation is that because of their substantial assets, they are in the best position to invest resources in the pursuit of diversity, using, for example, specialized recruiting firms and offering highly competitive salaries. This explanation gains support from the fact that the strength of the independent foundations showing on average, Index 2, comes from their hiring of minority staff. They do less well in placing women or people of color on their boards, ranking fourth and third in these categories respectively.

Grantmaking public charities, other than traditional community foundations, ranked high on people of color staff and people of color and women board members. The explanation rests, in large part, on the number of these organizations that characterize themselves as “progressive,” committed to issues of social justice and equity. As discussed in William Díaz and Aileen Shaw’s chapter on community foundations and progressive public charities, these organizations have been motivated by ideology to diversify, and the results are reflected in our statistics.

At each of the several types of grantmaking organization selected, we interviewed key foundation administrators to obtain the “institutional” view of the motives for and the processes of change that the foundation had undergone in increasing diversity. Initially, funding limitations restricted the interviews to top administrators at each organization. Not surprisingly, this resulted in an overwhelming number of white subjects. At the time the interviews took place the twenty-nine organizations in our study were headed by fourteen white men, ten white women, two Latinas, one African-American woman, one African-American man, and one Asian man. Four were gay, lesbian or bisexual. None had a disability. Interestingly, of the twelve CEOs using the title “President” rather than “Executive Director,” nine were white men. The interviews revealed the need to reach other more diverse staff not represented at the top level, especially program officers. Subsequent funding enabled us to interview staff with diverse characteristics.

In Phase 2 we used diversity as our primary criteria. We asked the CEOs originally approached to choose 2-3 individuals with diverse identities according to ethnicity, gender, race, disability, and sexual orientation from their staff and board. These interviews enabled us to deepen the original picture that emerged from CEO interviews. Interview subjects also were selected to reflect geographic variation. Our sample follows very closely general population trends. For instance, in the South, where 55% of the country’s black population

resides, (U.S. Census Bureau 2000b, p. 1) diversity is perceived as a mostly black/white issue. Asian Americans, on the other hand, according to the most recent Census data, are concentrated (53%) in the West (U.S. Census Bureau 2000a, p. 1). In the Western states, diversity is more inclusive in terms of population, and also reflecting the more liberal sociopolitical climate, sexual orientation. In fact, three-quarters of the Asian Americans and almost half the gay/lesbian staff we interviewed work in California.

Among those interviewed, the demographic breakdown is as follows:

Table 14. Study Interviewees	
White	30
Black	12
Hispanic	9
Asian/Pacific Islander	5
Native American	2
Men	27
Women	31
Heterosexual	46
LGBT	11
Disabled	1

In addition to these 58 respondents, 51 staff or trustees attended the focus groups for a total of 109 respondents. Three focus groups were held to supplement the interview process. A focus group of progressive grantmakers took place at the 1998 NNG Conference in Minneapolis to explore issues of interest to diverse staff and board. In December 1999, NNG held a focus group in California with members of the Steering Committee of the newly renamed Funders for Lesbian and Gay Issues in order to gather additional data and methods for identifying this population of interest. Díaz held a focus group in Chicago in the spring of 2000 to discuss the emerging patterns among interview subjects. Díaz hosted two final focus groups on people with disabilities in February and March 2001.

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Institutions Interviewed

A Territory Resource
AT&T Foundation
Mary Reynolds Babcock Foundation
Boston Women's Fund
C. S. Mott Foundation
The California Wellness Foundation
The Chicago Community Trust
Community Foundation for Greater Atlanta
Community Fund Riverside County
Dyer-Ives Foundation
Flintridge Foundation
The Ford Foundation
Foundation for the Mid-South
General Mills Foundation
Evelyn & Walter Haas Jr. Fund
Headwaters Fund
Hyams Foundation
Jewish Fund for Justice
W. K. Kellogg Foundation
Jessie Smith Noyes Foundation
The David and Lucile Packard Foundation
Public Welfare Foundation
The Rockefeller Foundation
The San Francisco Foundation
Levi Strauss Foundation
The Saint Paul Foundation
Tides Foundation
Wells Fargo Foundation
The Wieboldt Foundation

About the Joint Affinity Groups (JAG)

JAG is a nationwide coalition of grantmaker associations that engages the field of philanthropy to reach its full potential through practices that support diversity, inclusiveness, and accountability to communities.

Asian Americans/Pacific Islanders in Philanthropy

Association of Black Foundation Executives

Disability Funders Network

Funders for Lesbian and Gay Issues

Hispanics in Philanthropy

National Network of Grantmakers

Native Americans in Philanthropy

Women & Philanthropy

Women's Funding Network



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